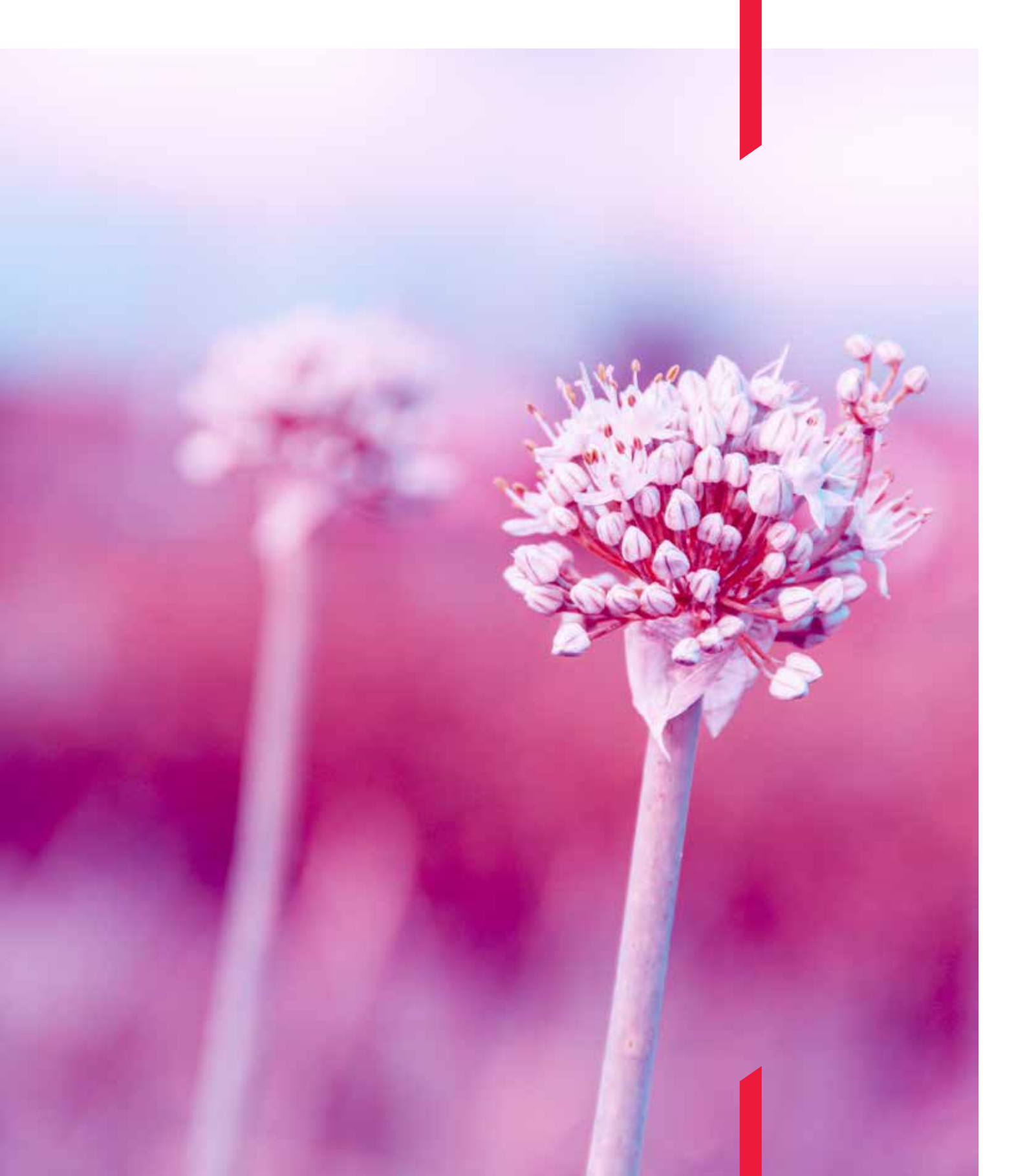




NOT-FOR-PROFIT

FRAUD SURVEY 2014



WELCOME

It is with pleasure that we present the BDO Not-For-Profit Fraud Survey for the fifth time.

The release of findings from the 2014 survey provides a unique perspective for Not-For-Profit organisations, as trend data captured from almost the past decade has been compiled and analysed to reveal important insights about the identification, assessment and management of fraud within the sector.

Information of such a longitudinal nature is invaluable for Not-For-Profit organisations, as it provides a benchmark for them to assess their fraud risk, along with crucial information to enhance their understanding of the link between risk management practices and the impact of fraud.

We have again extended the coverage of the survey, asking respondents to report upon their risk management frameworks and practices for the first time. At BDO we believe there is a strong link between the robustness of an organisation's risk management framework and its susceptibility to fraud. We consider these findings of crucial importance to the sector.

Since the last BDO Not-For-Profit Fraud Survey the Australian sector has faced many changes, with challenges and opportunities arising from various reviews, inquiries and actual reform. Most notably, the 2014 survey was conducted against the background of the Australian Charities and Not-For-Profit Commission's first year of operation, the enactment of the statutory definition of charity, and continuing debate regarding taxation reform. In addition, the sector is experiencing a changing landscape with the introduction of the National Disability Insurance Scheme (NDIS), which will have a varied impact on Not-For-Profit organisations.

In New Zealand, although there have not been significant changes to the operating environment over the past two years, we found that Not-For-Profits continued to experience the impact of frauds on reputation and their ability to raise funds. This was especially evident when we undertook a road show in 2012 with the Charities Division and spoke with more than 1,000 charities.

Key findings from the 2014 survey indicate that the number of frauds occurring has decreased, however the average size and total quantum has increased. It is, therefore, not surprising that fraud appears to be a continuing concern for respondents.

Interestingly, trend data has highlighted that whilst almost all Not-For-Profits see fraud as an issue for the sector, a much smaller proportion see it as a problem for their own organisation. On the surface this could seem a worrying result, but findings over time outline an encouraging trend, with a significant rise in the number of respondents who perceive fraud to be a problem for their organisation, indicating the sector is becoming more aware of this issue.

One reason for this awakening could be the sector's recognition of the link between fraud and the ability to gain/retain funding. Consider this in conjunction with trend data captured from almost the past decade that shows the emergence and prevalence of electronic fraud and it is clear such concerns are justified.

From BDO's dealings with Not-For-Profits, it is clear many are beginning to think, look and act more and more like 'for-profit' businesses. This has seen many Not-For-Profit leaders recognise the importance of a risk management framework in fraud prevention and management. This is pleasing given the data indicates organisations without a risk management framework have a higher average value of fraud.

We hope the findings in this year's survey report are insightful and useful. BDO is committed to ensuring Not-For-Profits understand their susceptibility to fraud and educating them on the wide range of methods they can use to protect themselves into the future.

The BDO Not-For-Profit Fraud Survey 2014 would not have been possible without the dedication and hard work of our contributors.

A special mention to Peter Best of Griffith University who has been involved since the inception of the survey, and has again provided invaluable data analysis. This year Lisa Bundesen of NFP Management Solutions joined us as one of the survey report's authors, providing valuable analysis from across the sector. We also welcomed contributions from David Ferrier, Marita Corbett and Andrew Sloman of BDO who have provided essential expertise.

Finally, we thank each and every one of the 436 respondents to this year's survey. Without their honesty and willingness to share their views and experiences, this survey would not be possible. We look forward to continuing this study for decades to come, as we keep building momentum in our fight against fraud in this vital sector.



CHRIS SKELTON

Leader, Not-For-Profit
BDO Australia



BERNARD LAMUSSE

Leader, Not-For-Profit
BDO New Zealand

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AUTHOR BIOGRAPHIES

PROFESSOR PETER BEST

B.Com (Hons), MEngSci, PhD, FCPA, CA

Professor Best is the Head of the Discipline of Accounting, Department of Accounting, Finance & Economics, at Griffith University. He has formerly held positions at University of Queensland, Newcastle University, Adelaide University, Flinders University, Queensland University of Technology and University of Southern Queensland.

He has qualifications in accounting, operations research and information technology. His PhD examined the feasibility of machine-independent audit trail analysis in large computer systems, to detect unauthorised and anomalous user activity.

He has completed industry funded projects in controls monitoring in SAP systems, monitoring changes in provider behaviour for Medicare, continuous fraud detection in SAP systems, visualisation methods in anti-money laundering, and fraud investigation in SAP systems.

DAVID FERRIER

B.Bus.Acc (RMIT), CA

David Ferrier is the National Leader of Forensic Services at BDO in Australia and has more than 23 years of experience working across a broad range of financial disciplines. For more than 13 years his focus has been on the provision of forensic services and he has held partner roles at mid-tier accounting practices and at a Big 4 firm. As the national leader of the forensic service line, David oversees the provision of all forensic services for BDO in Australia, including the provision of fraud risk management, fraud investigations and forensic technology services. In addition to his role at BDO, David is President of Triathlon Australia which has given him an acute awareness of the matters as they affect the Not-For-Profit sector.

MARITA CORBETT

B.Com, CA, CIA, CRMA

Marita Corbett is the National Leader of Risk Advisory at BDO in Australia and has 22 years experience in supporting organisations in improving operations and accomplishing objectives through the evaluation of decision making, risk management, control and governance processes. She has a depth of experience across a diverse industry base including public and private companies, state government agencies, statutory authorities, government owned corporations, local governments and Not-For-Profit entities. Marita is a Director of Deaf Services Queensland.

ANDREW SLOMAN

FCA, MIIA

Andrew is the National Leader of Risk Advisory at BDO in New Zealand and has more than 26 years' experience in both the delivery of external audit and risk advisory services across a broad range of clients and industry sectors, including the Not-For-Profit sector. He works closely with Boards, Audit Committees and Management to assist them in understanding the risk profile of their business, the controls in place to mitigate those risks and resources required to ensure that the business risks are managed to a tolerable level. Andrew is a Board Member of AFL New Zealand Limited.

LISA BUNDESEN

B.Com, B.Econ, MTCP, FCA, CFE, GAICD, FAIM

Lisa Bundesen is a Director of NFP Management Solutions Pty Ltd and also operates her own Forensic Accounting consulting practice, Lisa Bundesen Consulting. Lisa is a Chartered Accountant with over 24 years experience in Forensic Accounting. She has also spent many years working with Not-For-Profits to reduce the risk of fraud and, if fraud does occur, to investigate what has happened and work with the organisation to tighten controls and processes.

Lisa understands Not-For-Profits, not only through her consulting but also her experience on Boards and Finance and Risk Committees. Lisa is a board member of RSPCA Qld and Wesley Mission Brisbane. She is also the Deputy Chair of the Finance, Audit and Risk Committee of Wesley Mission Brisbane, a member of the Finance and Risk Committee of RSPCA Qld (having been the Chair for the past five years) and a member of the Finance, Audit and Risk Committee of RSPCA Australia.

EXECUTIVE SUMMARY

The BDO Not-For-Profit Fraud Survey is designed to raise awareness of the type of fraud risks that exist within the Not-For-Profit sector, how fraud occurs and how organisations seek to manage the risks.

This year, we also investigated the sector's approach to risk management, in an effort to identify any linkages between this practice and a Not-For-Profits susceptibility to fraud.

A total of 436 responses were received from participants in the Not-For-Profit sector. It is important to note that not all respondents answered every question and that some questions allowed respondents to provide more than one answer.

The key findings from the BDO Not-For-Profit Fraud Survey 2014 are summarised within this section, along with long term trends since we released the first report in 2006.

Long term fraud trends in the sector

- Since the inception of the BDO Not-For-Profit Fraud Survey, there has been a steady decline in the percentage of respondents who have suffered a fraud
- Organisations with higher turnover report a higher incidence and value of fraud
- Up to 28% of respondents over the history of the survey identify fraud as a problem for their organisation; with the primary reason being that fraud is an inherent problem in all organisations
- Respondents identify poor internal controls and poor segregation of duties as key fraud risk factors
- Heavy reliance is placed on strict internal controls to reduce the risk of fraud occurring and to improve detection of fraud, while respondents also rely heavily on trustworthy staff, external audit and a good organisational culture
- The most common fraud suffered by respondents is cash theft, followed by kickbacks/bribery/fraudulent personal benefits, financial statement fraud and payroll fraud
- Paid employees in non-accounting roles are responsible for the majority of frauds
- Collusion is involved in up to 30% of the largest reported fraud cases
- Internal controls and tip offs have been the most successful ways of discovering fraud.

How fraud is perceived by the sector

- Only 28% of respondents see fraud as a problem for their organisation, yet 90% see it as a problem for the sector
- Respondents who did not see fraud as a problem for their organisation rely on strict internal controls, organisational culture, trustworthy staff and external audits to manage their fraud risk
- The risk of fraud is viewed as greater as an organisation's turnover increases
- 83% of respondents believe their organisation has a low risk of fraud
- 82% of respondents consider fraud an inherent problem for all organisations. The main factors contributing to fraud occurring were poor segregation of duties and poor internal controls
- 10% of respondents expect fraud to be a greater problem in the future.

How much is lost to fraud

- 10% of respondent organisations suffered fraud in the past two years, with 43 organisations suffering 141 frauds
- Fraud totalling \$3,229,400 was reported, with the average fraud being \$22,904
- Of the respondents who experienced fraud, 70% had suffered fraud previously
- One in three respondent organisations with a turnover exceeding \$10 million suffered a fraud
- 42% of respondents who experienced fraud believe the full value of the fraud was not discovered.

Characteristics of the largest fraud incidents

Each respondent had the opportunity to describe their largest fraud, and the survey captured information from a total of 37 frauds. Of these:

- The most common type of fraud suffered by respondents was cash theft (30%)
- Three payroll frauds accounted for 54% of the total value of the largest frauds reported by respondents
- One online payment fraud was for \$960,000
- The average duration of each fraud was 14 months
- While males and females have committed a similar number of these frauds, on average 69% of employees amongst respondents were female, while the average value of frauds committed by males was twice the value of those perpetrated by females
- The typical fraudster was aged over 50 and was a paid employee in a non-accounting role
- 16% of frauds were committed by volunteers
- Collusion was present in 30% of frauds reported, with a typical colluder being a male aged over 50 and a paid employee (a Board member in 31% of cases)
- Respondents indicated that financial pressure and maintaining a lifestyle were the most common motivators of the largest frauds identified, while gambling was the motive for 54% of the total value of frauds and had the highest average fraud.



Responding to fraud

- 54% of respondents did not report the fraud to Police
- 63% of respondents terminated the perpetrator's employment
- 53% of organisations that suffered fraud did not recover any funds from the perpetrator
- 58% of respondents believe they have discovered the full value of the fraud.

Risk management

- 55% of respondents have a risk management framework, and two-thirds of organisations with a turnover exceeding \$1,000,000 have implemented such a framework
- Common elements implemented include risk management strategies, governing roles, risk reporting, risk identification and assessment, and risk definitions
- Primary risk categories identified by respondents were financial, governance, people, service, and reputation
- The chief executive officer or other executive manager assumed responsibility for the risk management framework
- The data shows those organisations that do have a Risk Management Framework (RMF) have a lower average fraud of \$5,571 compared with those that don't have a RMF and who suffered an average fraud of \$57,338¹.

Preventing and detecting fraud

- 83% of all respondents see fraud prevention as important, very important or extremely important
- 77% of respondents who have suffered fraud believe fraud prevention is very important or extremely important while, organisations with higher turnover rated the importance of prevention more highly
- External audits (83%), ethical organisational culture (81%), and strong internal controls (77%) were considered primary factors in reducing the risk of fraud
- Respondents who had suffered fraud placed additional importance on fraud risk assessments, strong fraud control policies, prosecution of offenders, and whistleblower hotlines than those who had not suffered fraud, and they were also more likely to implement new measures
- Tip offs (35%) and internal controls (30%) were the most effective ways of discovering fraud
- 55% of respondents have a code of conduct while 18% have a fraud control plan
- Only 18% of respondents have implemented a whistleblower policy despite tip offs being identified as one of the most effective ways to discover fraud (35%)
- 68% of respondents had reviewed their preventative fraud measures in the past two years and 78% have reviewed their internal controls.

1. Excludes an outlier (an individual fraud of \$960,000). If this is included the average fraud of respondents with a RMF is \$14,371.

SEEING IS BELIEVING

For almost a decade, this survey has acted as a valuable benchmark for Not-For-Profit organisations, with the results providing important insight into the perception and level of fraud in the sector.

This research has highlighted a consistent trend in the thinking of Not-For-Profits that fraud is viewed as a problem for the sector, yet few believe fraud is a problem for their own organisation. The 2014 survey revealed a similar sentiment with the majority of respondents considering fraud an inherent problem for all organisations. Different to previous years, this year we considered both the respondents view of fraud together with broader information captured about the management of business risk within the sector, as we begin to understand organisations' risk management profiles and their susceptibility to fraud.

This year, the survey research revealed 90% of respondents believed that fraud is a problem for the sector, however only 28% believed it to be a problem for their organisation. These figures show a universal understanding and awareness within the sector that fraud can, and does, occur within Not-For-Profit organisations. The survey results continue to support this view, with 43 organisations reporting a total of more than \$3 million of fraud, where the average fraud was \$22,904. In addition, of the respondents who experienced fraud, 42% believe the full value of the fraud was not discovered.

Respondents who did not see fraud as a problem for their own organisation rely on strict internal controls, a good organisational culture, trustworthy staff, and external audits to manage their fraud risk. However, not all of these are reliable methods for preventing and detecting fraud. For example, it is important to consider that an external audit is not intended to detect fraud, but rather identify and assess the risk of material misstatement in the financial report due to fraud and obtain sufficient audit evidence about the risk. Also, while it is important to be able to trust the people you work with, personal circumstances can change – financial pressure was the most common motivation for fraud with the survey revealing that 32% of the largest fraud incidences reported were committed for this reason. Results also show that only 18% of all organisations have a fraud control plan, compared with 22% as indicated in the 2012 survey. Does this suggest not all organisations are adequately prepared for the risk of fraud? It is interesting to note, we found that of the organisations that experienced fraud, 70% had suffered fraud previously.

The survey research revealed 90% of respondents believed that fraud is a problem for the sector, however only 28% believed it to be a problem for their organisation.



It is disconcerting to find that 30% of the largest fraud incidents reported involved collusion and of these, 31% involved a Board Member.

However, the survey findings also reveal that since 2012 there has been a 20% increase in respondents who perceive fraud to be a problem for their organisation indicating the sector is beginning to become more aware of this issue. This is compared with the 2012 survey which found just 8% of respondents assessed fraud as a problem

for their organisation. With this in mind, some organisations will be required to review their current controls to help mitigate the risk of fraud occurring and this also coincides with an increasing trend in the professionalisation of the Not-For-Profit sector.

Increasingly, Not-For-Profits are beginning to think, look and act like a business, which means it is important for organisations to not only consider the risk of fraud, but also the organisation's overall risk and governance framework. We found that only 55% of all survey respondents have a risk management framework in

place, however, of these, 90% believe their risk management activities are either adequate and effective or highly adequate and very effective.

At BDO, we acknowledge that fraud is an issue that could affect any organisation and it is vital that Not-For-Profits understand their susceptibility to fraud, rather than taking an 'it won't happen to me' attitude. Regardless of whether this attitude is a result of an organisation's strict internal controls, or is a result of having their 'head in the sand', fraud can still occur, and at times, in unexpected circumstances. For example, it is disconcerting to find that 30% of the largest fraud incidents reported involved collusion and of these, 31% involved a Board Member. It is evident that Not-For-Profits are aware of the risk of fraud in the sector, however, it is also important for organisations to understand their individual risk profile - even if they are yet to experience fraud.

LOOKING CLOSER AT THE MANAGEMENT OF RISK AND THE IMPACT OF FRAUD

Across the sector, many leaders are recognising that risks are no longer merely hazards to be avoided but, in many cases, opportunities to be embraced.

They recognise that risk in itself is not a bad thing, but when it is mismanaged, misunderstood, mispriced or unintended it can lead to undesired consequences. Fraud is one of the many types of risks that Not-For-Profit organisations, and all organisations, face on a daily basis. In 2014, not only have we gathered fraud data specific to the sector, we've delved deeper into understanding the link between risk management practices and the impact of fraud.

We found that the Chief Executive Officer or other executive management assumed responsibility for the organisation's risk management approach. This responsibility can potentially expand further than the organisation itself, to include its funding sources and the broader community to help reduce the risk of fraud occurring. However, differences between the needs and size of organisations means that the governance frameworks and control processes in place need to be tailored for each organisation.

Interestingly, our recent data indicates large organisations suffer frauds more often. This raises questions about whether organisations are appropriately reviewing their fraud controls or whether the fraud controls are developing and maturing with the organisation as it grows. There may be many reasons why this is the case - perhaps the organisation doesn't necessarily have the funds to develop its risk management practices, or does a formal Risk Management Framework (RMF) become a 'nice to have' relative to other operational activities?

Overall, we found that 55% per cent of the 436 survey respondents have a RMF in place. Common elements implemented in their organisation included risk management strategies, governing roles, risk definitions, risk identification, risk assessment, and risk reporting. The data shows those organisations that do have a Risk Management Framework (RMF) have a lower average fraud of \$5,571 compared with those that don't have a RMF and who suffered a higher average fraud of \$57,338¹.

With this in mind, can it be assumed that a RMF is just as important no matter what size the organisation is? For the 58 organisations with a turnover of less than \$100,000 we found that 17% have a RMF with 100% of those respondents rating their risk management activities as either adequate and effective or highly adequate and very effective. It was positive to find that none of these organisations suffered fraud within the past two years. When looking at the largest turnover bracket of more than \$10,000,000 we found that of the 72 organisations, 86% have a RMF and 92% of those rate their risk management activities as either adequate and effective or highly adequate and very effective. Within the past two years, 23% of these organisations suffered a fraud.

We believe the management of risk and prevention (or timely detection and control) of fraud go hand in hand. By developing and maintaining a RMF, organisations undertake a number of important steps to help reduce the risk of fraud. As a result of the processes in place, this will enable Not-For-Profits to lessen the impact that fraud can have throughout their organisation.

The data shows those organisations that do have a Risk Management Framework (RMF) have a lower average fraud of \$5,571 compared with those that don't have a RMF and who suffered a higher average fraud of \$57,338¹.

1. Excludes an outlier (an individual fraud of \$960,000). If this is included the average fraud of respondents with a RMF is \$14,371.



Five key steps to consider when developing a Risk Management Framework:

1. DEFINING RISK

An organisation needs to clearly set out what risk means to them. It is important to consider that not all risks are potentially bad for the organisation. Defining the organisation's risk appetite is a further stage, not often articulated within organisations, that supports the definition of risk, and in turn, guides the 'taking of risk' to optimise opportunity.

2. IDENTIFYING RISKS WITHIN THE ORGANISATION

It is sometimes difficult for an organisation to self-assess its risk of fraud when compared to other risks, often because of organisational social or cultural 'blind spots'. For example, there is often a mindset in the sector that 'nobody in our organisation or wider community would do that to us'. Identification of an organisation's risks during this process requires a realistic and honest approach as unidentified risk is unmanaged risk.

3. ASSESSING RISK

Again, an organisation needs to be realistic when assessing its risks in terms of likelihood and consequence. It is common for an organisation to lower its assessment of risk of fraud because the organisation trusts its employees and volunteers and believes in its culture. We found that 57% of respondents who did not perceive fraud as a problem for their own organisation relied on the belief that they had trustworthy staff as one of the factors in reducing the risk of fraud. It is risky for organisations to use trust as a control. When assessing the risk of fraud an organisation needs to consider both its prevention controls (those controls that prevent the fraud from occurring) and its detection controls (those controls that detect fraud should the prevention controls fail).

4. MONITORING RISK

The types of risk, and assessments of risk, can change as an organisation develops. Changes in technology, funding, organisational size and operations as well as many other factors can have an impact on the types of risks that an organisation can face. Given this, it is important that an organisation continually monitors and updates its risk management program.

5. REPORTING RISK

A robust risk reporting system should be an integral part of any risk management program. Employees and volunteers should be trained in established processes and encouraged to use them. Fraud or the suspicion of fraud should be included as a risk that should be reported. The results of our survey indicate that 35% of all fraud was discovered as a consequence of a 'tip-off'. Over the past decade, our research has consistently shown that 'tip-offs' are one of the most effective ways of discovering fraud. Therefore, it is important to ensure that both employees and volunteers have an appropriate reporting mechanism to report any suspicion of fraud.

FRAUD MIGHT IMPACT ONLY ONE PART OF THE BUSINESS, BUT ITS IMPACT COULD PERMEATE THROUGHOUT THE ORGANISATION

As any Not-For-Profit organisation is aware, funding is an important source of revenue, regardless of whether it is received from government, donations, fundraising, bequests, or fees.

The loss of these funds to fraudulent activity, especially in a tight market, can have an impact on an organisation's business operations, its reputation, and can potentially have an impact on future availability of funding and the sources from which this may come.

For example, when an organisation experiences a large fraud or has recurring incidences of fraud, it often attracts social media or news media attention, and can lead to a change in the public's perception of an organisation. This change in attitude by donors, potential bequest providers and other funders, can potentially affect funding sources. For organisations that rely heavily on one form of funding, it is important they consider the impact a major fraud can have on this income stream and, in light of this, fully assess the opportunity cost of establishing and maintaining a risk management framework. In recent years, there have been Not-For-Profit organisations that have had to cease operations as a result of the impact of fraud.

Our 2014 survey found 74% of respondents who have suffered recurring fraud are registered charities. Of this number, 56% identify grants as their primary funding source, followed by business operations and donations. History has shown that the loss of this funding from either direct fraud or as a result of fraud occurring can lead to further fraud at an institutional level within an organisation. You may wonder why this would happen, but some organisations at risk of closure due to fraudulent activity have deemed it necessary to manipulate the 'books' to present a better financial position so they can lock in future funding. Survey results show financial statement fraud has increased to 9% compared with 1% reported in the 2012 BDO Not-For-Profit Fraud Survey.

Overall, 75% of all survey respondents receive more than a third of their funding from donations, fundraising, and grants. When considering how organisations mitigate the loss of this funding from fraud, we found that 55% of all respondents have a Risk Management Framework (RMF) in place, and for 49% of those, grants are their primary source of funding – highlighting that they are taking the required steps to ensure they secure future funding from these sources. It was positive to see that 71% of all 436 survey respondents believe their risk management activities are adequate and effective, and 14% believe they are highly adequate and very effective.

An adequate and effective Risk Management Framework (RMF) may not only be desirable, but a necessary condition, of some funding sources. Either way, a RMF enables the Not-For-Profit seeking to attract and retain funding to demonstrate a confidence in proper stewardship of funding, particularly when sourced from bequests, donations, grants and fundraising.



54%

Protecting its reputation and future funding opportunities are contributing factors as to why 54% of organisations did not report fraud to Police.

An adequate and effective RMF may not only be desirable, but a necessary condition, of some funding sources. Either way, a RMF enables the Not-For-Profit seeking to attract and retain funding to demonstrate a confidence in proper stewardship of funding, particularly when sourced from bequests, donations, grants and fundraising.

When considering whether fraud would damage the ability of your organisation to obtain funding in the future, 71% of 238 organisations who have a RMF, compared with 75% of 198 organisations who do not have a RMF, believe fraud would affect their ability to obtain funding in the future.

Overall, 75% of all survey respondents receive more than a third of their funding from donations, fundraising, and grants. When considering how organisations mitigate the loss of this funding from fraud, we found that 55% of all respondents have a Risk Management Framework (RMF) in place.

As mentioned previously an organisation's reputation can be affected by fraud, ultimately impacting on future funding sources. A total of 89% of respondents who have a RMF are concerned that fraud would damage their organisation's reputation compared with 80% of those without a RMF. However, surprisingly only 34% identified reputation as a key risk category.

Fraud might impact only one part of the business, but its impact could permeate throughout the organisation. It is important to understand how fraud can affect reputation and potential funding sources, and to have a plan in place to mitigate such risks if fraud does occur.

ELECTRONIC AND CYBER FRAUD CONTINUE TO OCCUR YEAR ON YEAR

Over the past decade, the BDO Not-For-Profit Fraud Survey research has shown the types of fraud that have occurred year on year and the impact these have had on Not-For-Profit organisations.

Worryingly, the trend data captured over this period shows the type of fraud occurring continues to be very similar. In particular, electronic fraud - credit card fraud, online payments fraud, and payroll fraud - were all reported again in 2014 by 16% of survey respondents. In demonstration of the significance of this type of fraud, 54% of the largest frauds reported in 2014 were attributed to payroll fraud. There was also a significant online payment fraud for \$960,000. More specifically, online payment fraud has been increasing slightly since 2010, with the main perpetrators being accounting staff with access to vendor maintenance records and ability to enter vendor invoices and payments.

This continual increase in electronic and cyber fraud raises the question - is there an underestimation of this type of fraud occurring within Not-For-Profit organisations? With our continued reliance on technology and new electronic processes and systems, there is the potential to underestimate the likelihood of fraud occurring if an organisation does not fully understand the technology they are using and the ways perpetrators can potentially 'cheat' the system.

Technology provides opportunities for perpetrators to commit fraud in different ways. For example, rather than stealing and forging a cheque to withdraw money from a bank account, a perpetrator can now temporarily change the bank account number in a vendor record to redirect an electronic payment; alter a bank account number in a file sent to the bank to pay employees or creditors electronically; or gain access to the bank account and transfer money. Regardless of the method used, the outcome can be just as devastating and can potentially provide quicker access to larger amounts.

Having raised the issue of electronic and cyber fraud, it is important to recognise that the use of technology is important for many organisations to operate their business efficiently and effectively. Technologies like online banking can provide organisations with significant efficiency savings when paying creditors and wages. However, it has the potential to provide perpetrators with an easier avenue to commit fraud and allows employees to unknowingly commit fraudulent acts. For example, when an employee gives their password to another person while they are away from the office, they provide an opportunity that is the same as allowing someone to forge their signature on a cheque - passwords are a new form of electronic signature - with the same outcome.

With our continued reliance on technology and new electronic processes and systems, there is the potential to underestimate the likelihood of fraud occurring if an organisation does not fully understand the technology they are using and the ways perpetrators can potentially 'cheat' the system.



54%

54% of the largest frauds reported in 2014 were attributed to payroll fraud.

With the incidence of electronic and cyber fraud continuing to increase, survey respondents identified these types of fraud as a concern when asked why they believed fraud was a problem for their organisation. One response indicated "a lack of internal audit/IT audit capability to properly monitor electronic business systems and processes, for example, integrity of EFT creditor payment". Another survey participant believed that they were "heavily targeted under cyber-crime globally". Overall, the survey found that 53% of survey respondents identified Information, Communications and Technology (ICT) as a key risk category for their organisation.

If organisations do not have the resources available to fully implement a Risk Management Framework (RMF), they should at least consider developing a technology strategy. A technology strategy can assist organisations in identifying risk areas of their technology based systems and processes and some of the simple steps that they could put in place to secure their financial certainty and future.

If an organisation has limited resources to invest in either an RMF or a technology strategy, there are simple steps they can take to help prevent the risk of electronic and cyber fraud occurring:

- Make sure employees who need to have access to online banking systems are set up with separate access details
- Just as with manual processes, ensure adequate segregation of duties within systems
- Educate staff about the risk of electronic and cyber fraud so that it is 'top of mind' for the organisation
- Make sure passwords are required to be changed on a regular basis
- Maintain up-to-date virus protection
- If using cloud computing, understand the security in place by the provider
- Have some simple checks completed to identify anomalies in financial data.

Did you know?

In Australia, the Privacy Act will be updated in March 2014. NFPs need to be aware of their obligations when storing data or transferring data via the cloud. Privacy legislation in any country needs to be carefully considered. If selecting a cloud provider, for example, it is important to understand in which country the organisation's data will be stored (some organisations have legislative requirements to store data only in their own country) and what protection does the provider offer against cyber fraud. Reputable cloud providers invest heavily in protecting their clients' data. As an individual organisation, it can be cost prohibitive to invest in a level of protection that may not match that of some service providers.

APPENDIX A

Charts & tables

Section 1: The Not-For-Profit sector

TABLE 1.1: LOCATION OF RESPONDENTS

LOCATION	2014 %
New Zealand	43%
Queensland	18%
New South Wales and Australian Capital Territory	16%
Victoria	9%
South Australia	5%
Western Australia	3%
Tasmania	1%
Other	5%

TABLE 1.2: CATEGORY OF RESPONDENTS

CATEGORIES OF RESPONDENTS	2014 %
Health	19%
Business & professional associations, unions	17%
Culture & recreation	14%
Education & research	13%
Social services	12%
Religion	5%
Environment	3%
Development & housing	3%
Law, advocacy & politics	2%
Philanthropic intermediaries & voluntarism promotion	2%
International	1%
Other	9%

CHART 1.1: COMPARATIVE: EMPLOYEE NUMBERS OF RESPONDENTS

Chart 1.1 and 1.2 show the employee and volunteer profiles of respondents. Half of the respondents have 20 or less paid employees. The majority of respondents have less than 20 volunteers, with 17% having none. Across respondents, the average gender distribution for employees is 31% male and 69% female. The Not-For-Profit sector is known for its predominance of female employees.

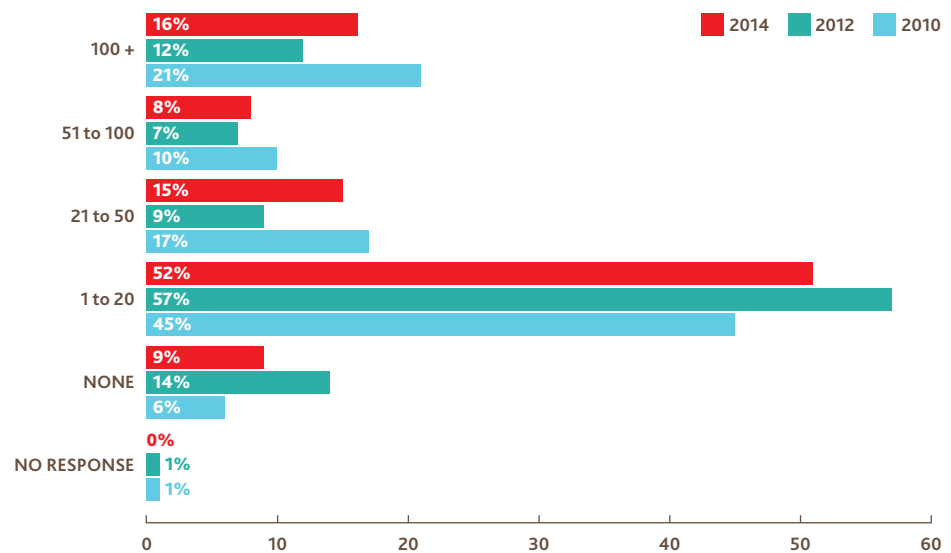
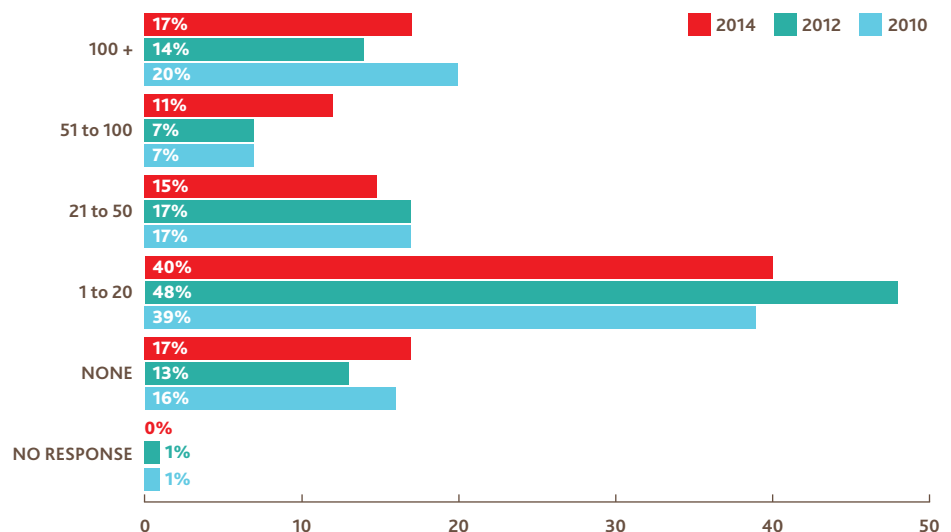
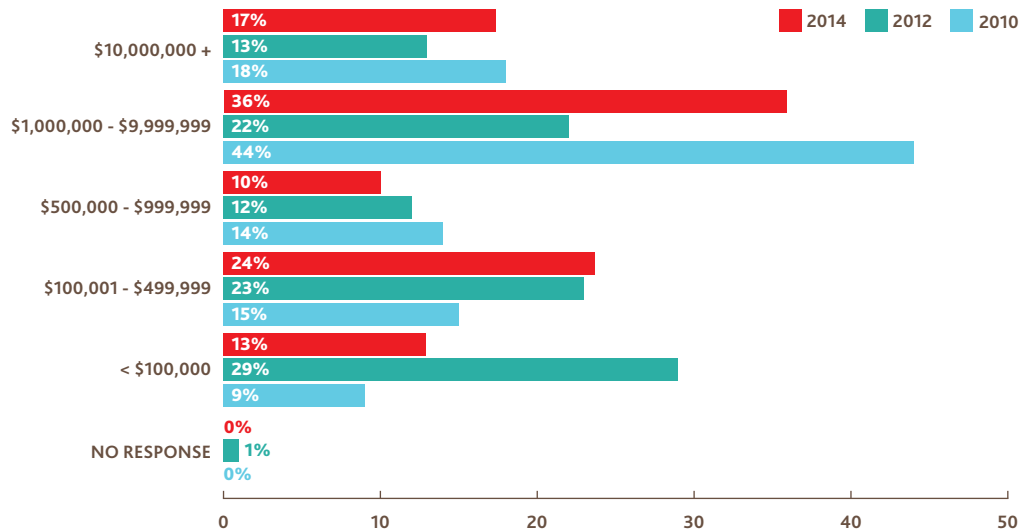
**CHART 1.2: COMPARATIVE: VOLUNTEER NUMBERS OF RESPONDENTS**

CHART 1.3: COMPARATIVE: RESPONDENTS GROUPED BY TURNOVER

The gross income of a Not-For-Profit is a key indicator of operational size. Chart 1.3 states that the respondents' turnover varied significantly, demonstrating the diversity of the sector.

**CHART 1.4: COMPARATIVE: REVENUE SOURCES FOR RESPONDENTS**

The revenue sources for survey respondents varied considerably. In most cases, respondents had more than one major source of income. Chart 1.4 presents the average proportion of revenue received by respondents from each source. Grants/government funding and business operations represent the primary sources of revenue, which is a similar result as in the 2012 BDO Not-For-Profit Fraud Survey.

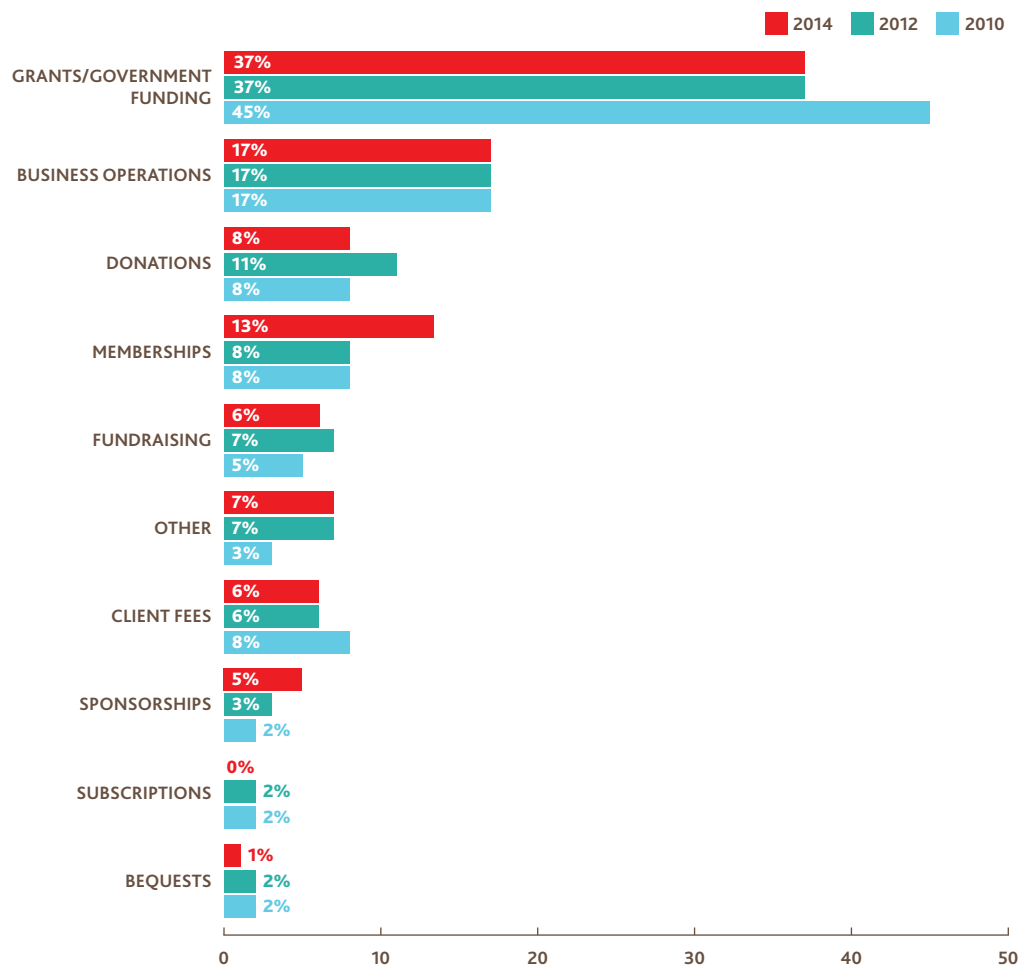
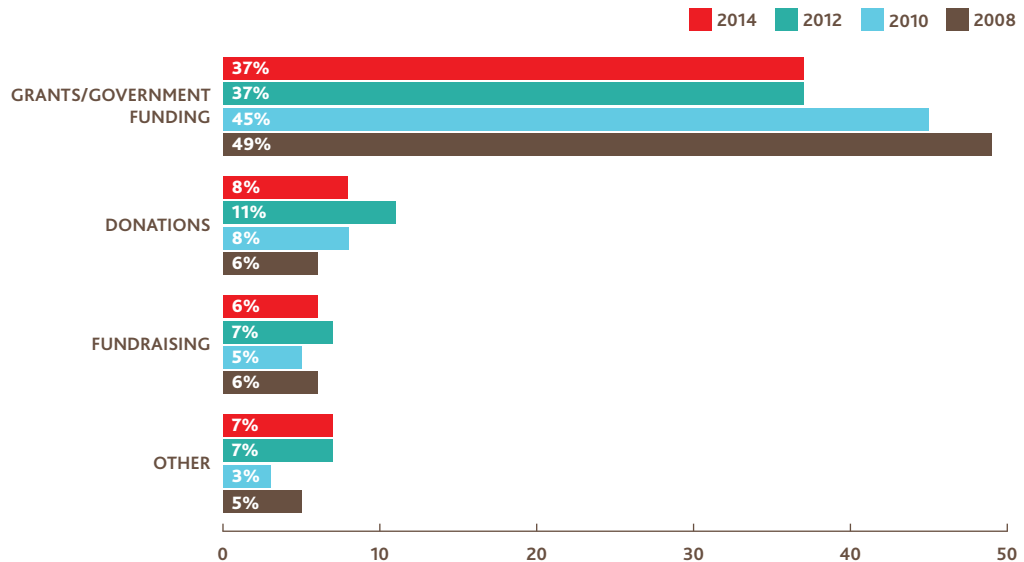


CHART 1.5: COMPARATIVE: CHANGES IN MAJOR FUNDING SOURCES

Chart 1.5 displays the summary of the changing reliance on major funding sources since 2008. Fraud occurring in an organisation has the potential to have an effect on the funding received by a Not-For-Profit. If the organisation receives negative publicity as a result of a fraud, income from sources such as donations and fundraising may decrease. Government grant documents may also have a fraud or good governance clause in them. This can mean future grants are in jeopardy if previous grants have had problems with fraud.



Government grant documents may also have a fraud or good governance clause in them. This can mean future grants are in jeopardy if previous grants have had problems with fraud.

Section 2: Risk Management

CHART 2.1: RISK MANAGEMENT FRAMEWORK (RMF) BY TURNOVER

Overall 55% of survey respondents had a risk management framework. As shown in chart 2.1, this was more prevalent in respondents with high turnover.

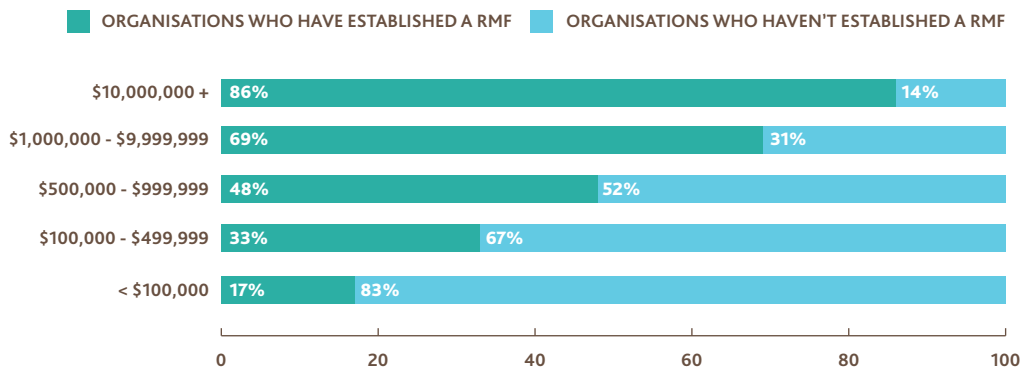


CHART 2.2: ELEMENTS OF AN ESTABLISHED RISK MANAGEMENT FRAMEWORK

Some respondents have also implemented ISO certification, additional staff training and documentation.

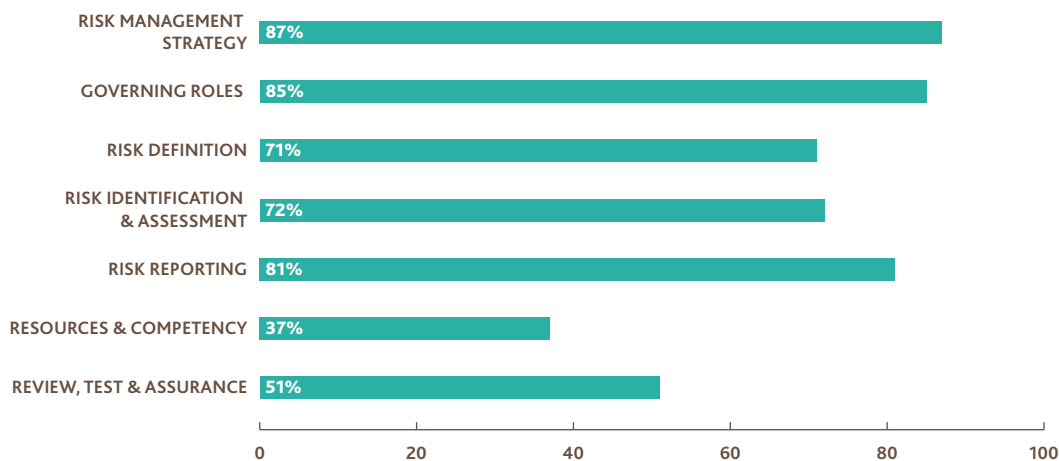
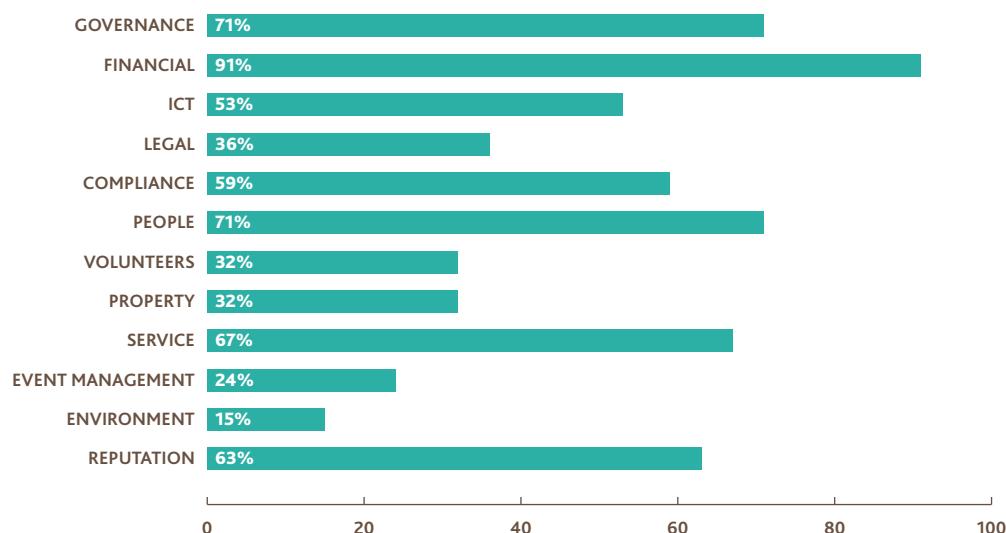
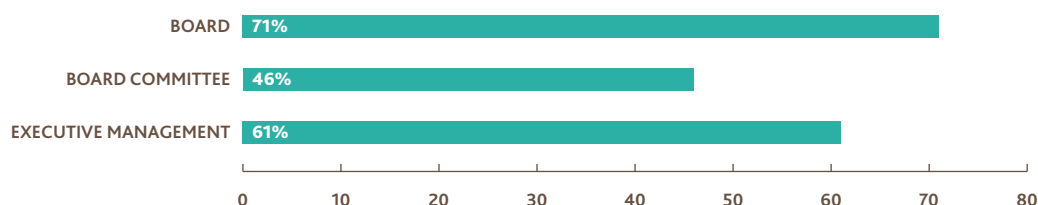


CHART 2.3: PRIMARY RISK CATEGORIES IDENTIFIED BY RESPONDENTS WITH RISK MANAGEMENT FRAMEWORKS

Other risk categories identified were stakeholder engagement, grant making, occupational health and safety, disaster and theft.

**CHART 2.4: RISK FORUMS IDENTIFIED BY RESPONDENTS WITH AN ESTABLISHED RISK MANAGEMENT FRAMEWORK**

The survey also found that with executive management the primary role with responsibility for the risk management framework was the CEO (50%), other executive management (23%), and Risk Officer (9%).

**CHART 2.5: IN THE ABSENCE OF A FORMAL CORPORATE RISK MANAGEMENT FRAMEWORK, RESPONDENTS IDENTIFY, ASSESS, MANAGE AND MONITOR KEY RISKS THROUGH**

Other strategies used include transparency in reporting, code of ethics, reliance on audits, risk assessment by non-executive directors on a case basis, internal controls, and Board involvement.

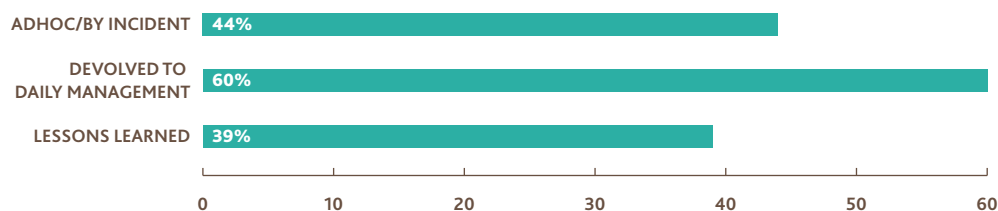


CHART 2.6: ALL RESPONDENTS WERE ASKED TO RATE RISKS FOR THEIR ORGANISATION. AVERAGE RATINGS (1 BEING THE HIGHEST RISK)

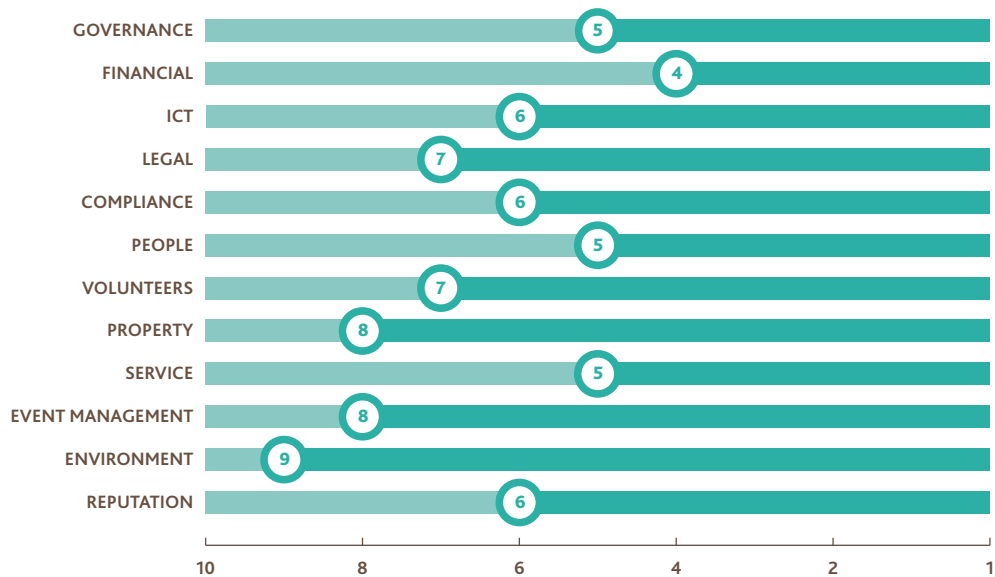
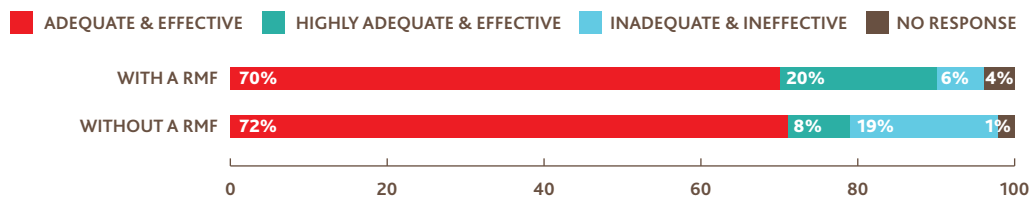


CHART 2.7: RESPONDENTS RATING OF THEIR ORGANISATION'S RISK MANAGEMENT ACTIVITIES



The survey found that those organisations who didn't have a Risk Management Framework suffered around \$51,000 more than those respondents who did have such policies in place.

CHART 2.8: RISK MANAGEMENT FRAMEWORK AND AVERAGE VALUE OF FRAUD

The data shows those organisations that do have a Risk Management Framework (RMF) have a lower average fraud of \$5,571 compared with those that don't have a RMF and who suffered a higher average fraud of \$57,338¹.

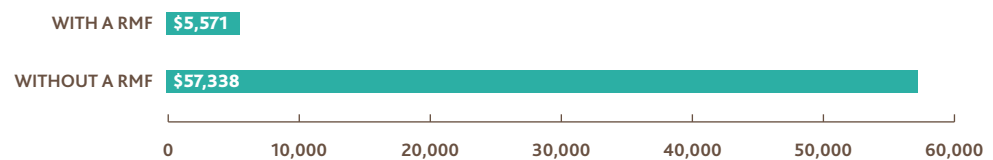


CHART 2.9: RISK MANAGEMENT FRAMEWORK AND THE FIRST FRAUD SUFFERED BY AN ORGANISATION

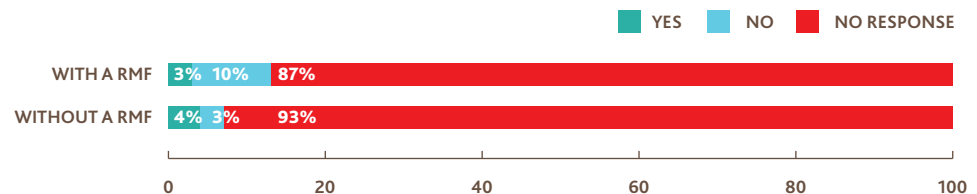
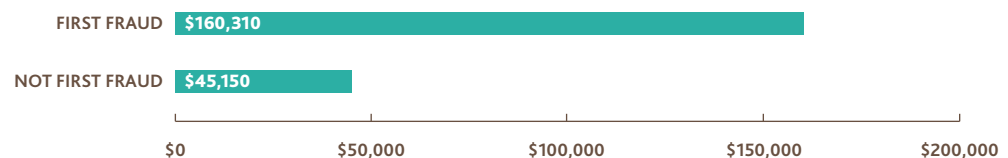


CHART 2.10: A RISK MANAGEMENT FRAMEWORK AND THE AVERAGE VALUE OF FIRST FRAUD COMPARED AVERAGE VALUE OF FRAUD THEREAFTER

Respondents who experienced their first fraud accounted for larger total frauds and larger average frauds compared with those who had suffered fraud before.



1. Excludes an outlier (an individual fraud of \$960,000). If this is included the average fraud of respondents with a RMF is \$14,371.

Section 3: How fraud is perceived by the sector

CHART 3.1: COMPARATIVE: LIKELIHOOD OF FRAUD OCCURRING WITHIN ORGANISATION

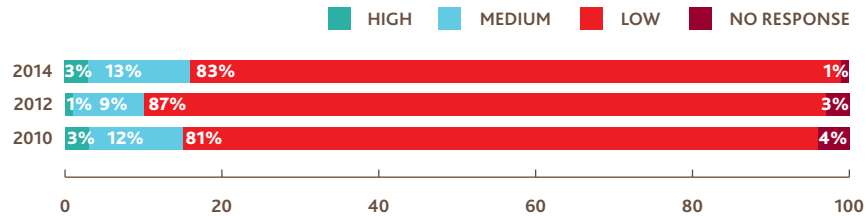


CHART 3.2: COMPARATIVE: PERCEPTION OF FRAUD IN INDIVIDUAL ORGANISATIONS

The perception that fraud is not a problem for some organisations, is not because fraud does not occur, it's because they have implemented prevention and detection processes.

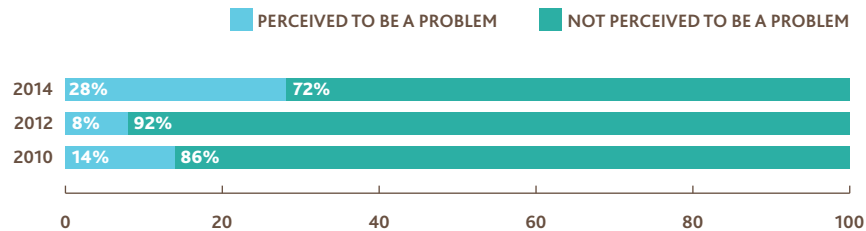


CHART 3.3: PERCEPTIONS OF RESPONDENTS: FRAUD AS A PROBLEM FOR THE ORGANISATION BY TURNOVER

Of the organisations that perceived fraud as a problem, it was also their perception that the risk of fraud was greater as turnover increased. This is understandable, as the opportunity for fraud generally increases as turnover increases. The increased risk can be due to a number of reasons, for example controls not aligning to revenue growth or an increase in staff or volunteer numbers therefore providing more opportunities for fraud to occur. A similar result was found in the 2012 BDO Not-for-Profit Survey.

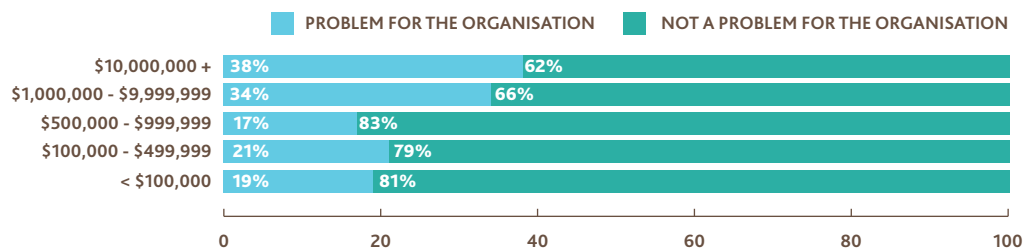
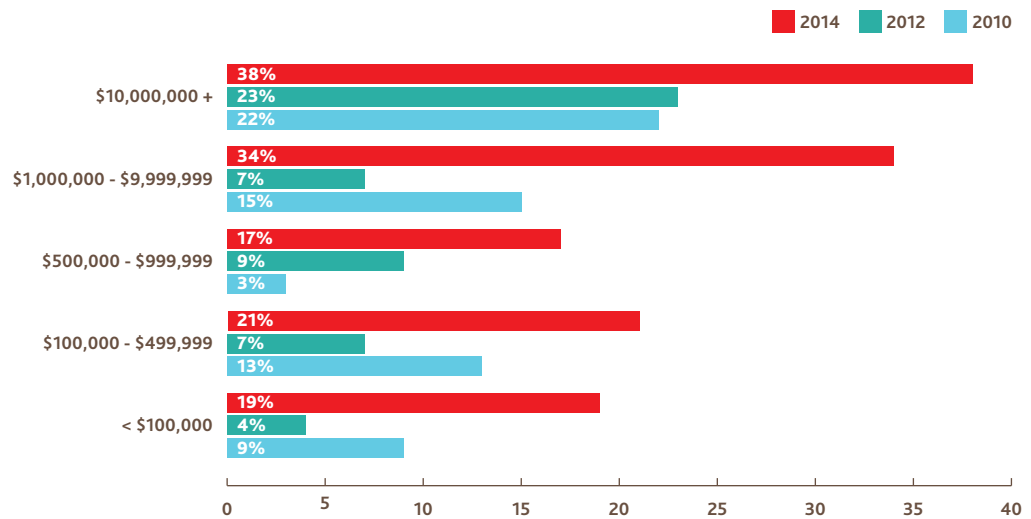


CHART 3.4: COMPARATIVE: FRAUD PERCEIVED TO BE A PROBLEM BY TURNOVER



The perception that fraud is not a problem for some organisations, is not because fraud does not occur, it's because they have implemented prevention and detection processes.

CHART 3.5: COMPARATIVE: PERCEPTIONS OF RESPONDENTS, FRAUD AS A PROBLEM FOR THEIR ORGANISATION BY INDUSTRY GROUPING

Overall, the 2014 results show that only 28% of respondents see fraud as a problem for their organisation. This is up 20% on the previous survey in 2012. In the Social Services industry category, respondents believe fraud is a greater risk for their organisation than respondents in the other categories.

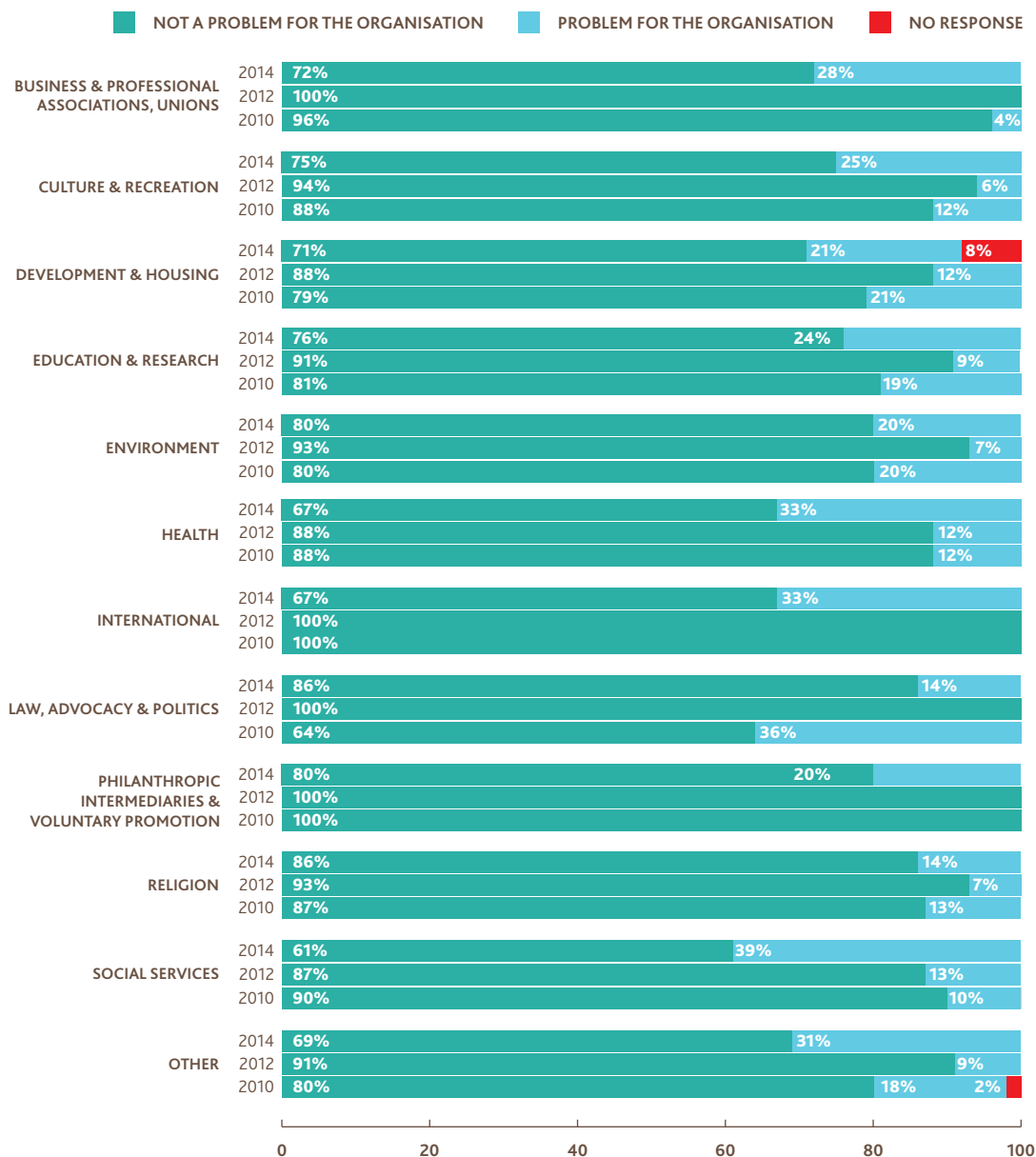


TABLE 3.1: COMPARATIVE: REASON FOR PERCEPTION OF FRAUD IN ORGANISATIONS (RESPONDENTS COULD SELECT MORE THAN ONE RESPONSE FOR THIS QUESTION)

Eighty-two per cent of respondents who perceived fraud to be a problem for their organisation see fraud as an inherent problem for all organisations. Reasons for this perception included poor internal controls, poor segregation of duties, reliance on volunteers, no reporting mechanism for fraud, poor organisational culture, the prevalence of cash transactions and the difficulty of supervising staff by distance.

REASONS FOR PERCEPTION THAT FRAUD IS A PROBLEM FOR THE ORGANISATION	2014 %	2012 %	2010 %
It is an inherent problem in any organisation	82%	59%	70%
Poor internal controls	20%	35%	32%
Poor segregation of duties	33%	26%	24%
No mechanism to report fraud	16%	26%	19%
Reliance on volunteers	18%	19%	19%
Poor culture in the organisation	13%	11%	27%
Other	12%	20%	19%

CHART 3.6: COMPARATIVE: PERCEPTION OF FRAUD IN THE SECTOR

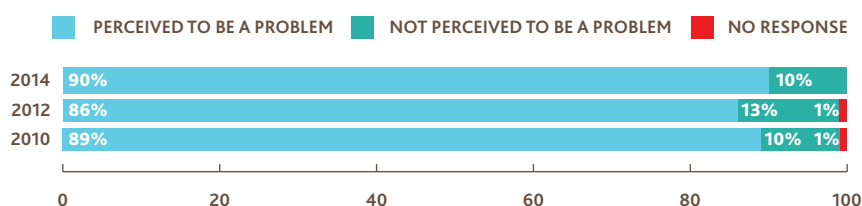


CHART 3.7: PERCEPTION OF RESPONDENTS: FRAUD AS A PROBLEM FOR THE SECTOR BY TURNOVER

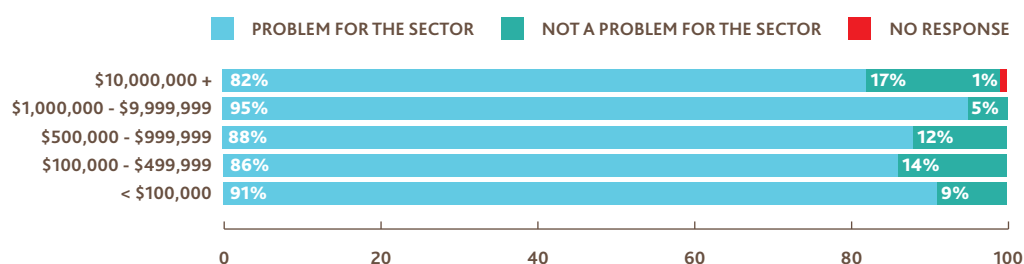


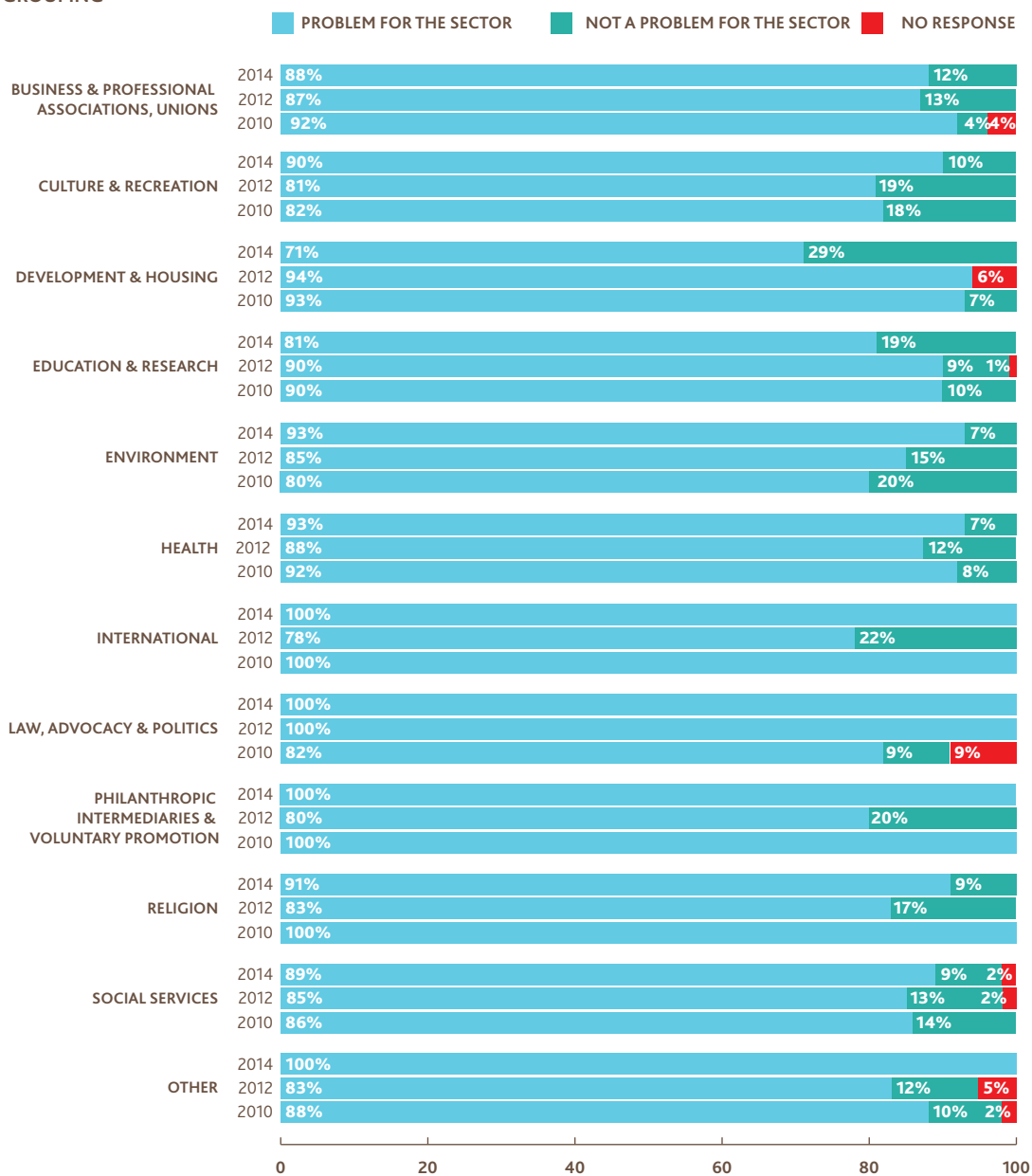
CHART 3.8: COMPARATIVE: PERCEPTION OF RESPONDENTS: FRAUD AS A PROBLEM FOR THE SECTOR BY INDUSTRY GROUPING

TABLE 3.2: REASONS FOR PERCEPTIONS OF FRAUD AS A SECTOR BUT NOT ORGANISATIONAL PROBLEM

Of those organisations perceiving fraud as a problem for the Not-For-Profit sector but not for themselves, the majority place reliance on strict internal controls, organisational culture, trustworthy staff and external audits. Many feel comfortable that there have been no instances of fraud detected. Other reasons provided included sound corporate governance, external book-keeping services and no cash handling.

REASONS FOR PERCEPTION OF FRAUD AS A SECTOR BUT NOT ORGANISATIONAL PROBLEM	2014 %	2012 %	2010 %
Trustworthy staff	57%	71%	64%
No fraud discovered by external audit	56%	64%	68%
Good organisational culture	56%	63%	66%
Strict internal controls	59%	57%	62%
Effective internal audit	46%	51%	55%
Fraud control policy implemented	28%	28%	33%

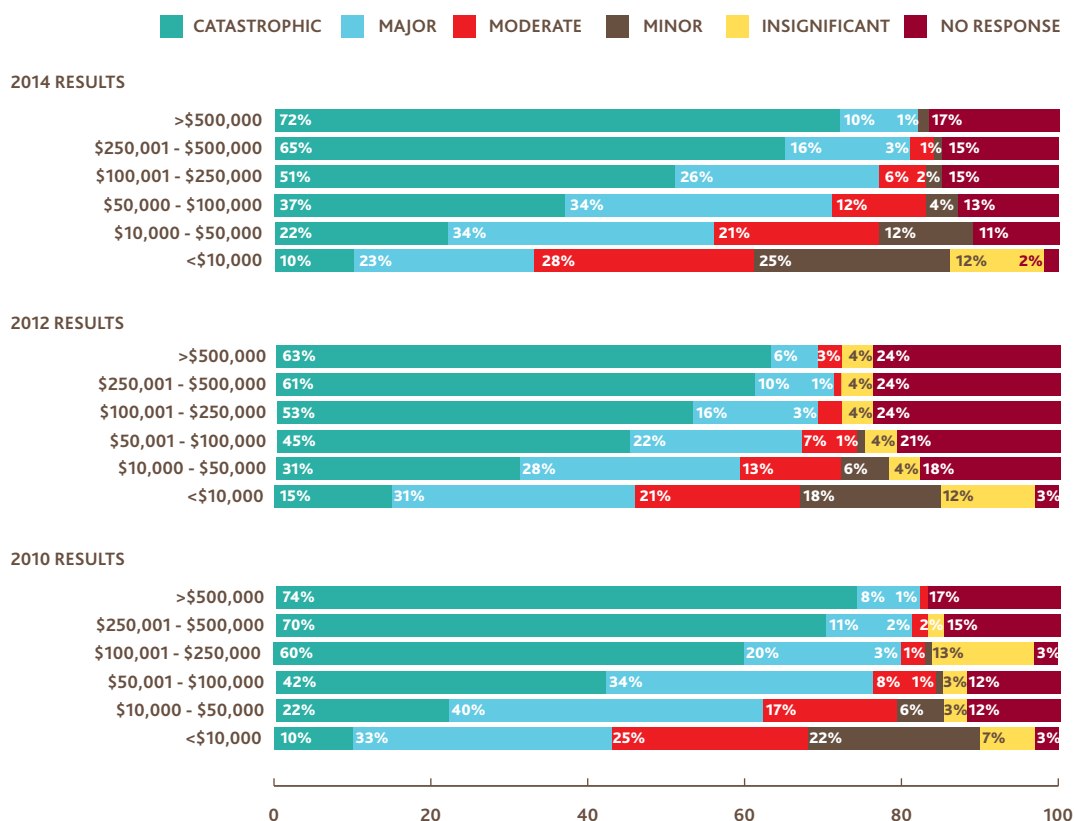
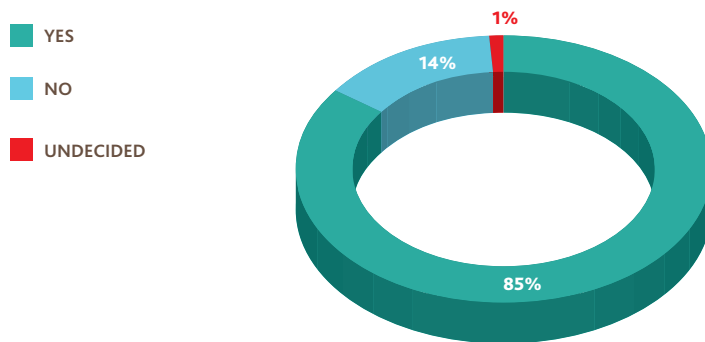
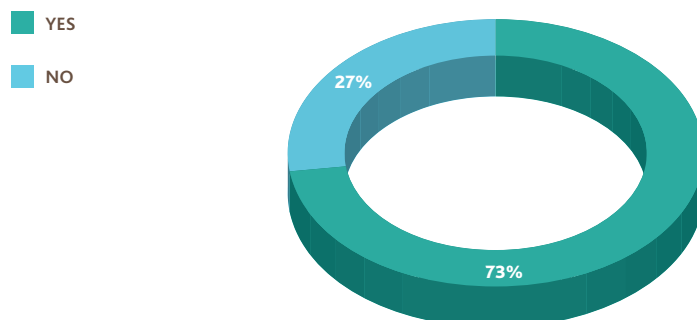
CHART 3.9: COMPARATIVE: PERCEPTIONS OF THE IMPACT OF FRAUD BY AMOUNT

CHART 3.10: PERCEPTION OF WHETHER A FRAUD WOULD DAMAGE AN ORGANISATION'S REPUTATION

The majority of respondents (85%) indicated that fraud would damage their organisation's reputation. This has increased over the past surveys and continues to demonstrate that it should not be underestimated.

**CHART 3.11: PERCEPTION OF WHETHER FRAUD WOULD DAMAGE AN ORGANISATION'S FUTURE INCOME**

The majority of respondents (73%) indicated that fraud would damage their future income. This statistic has increased by 7% since the 2012 BDO Not-For-Profit Fraud Survey.



The majority of respondents indicated that fraud would damage their future income.

CHART 3.12: COMPARATIVE: PERCEPTION OF FRAUD TO BE A GREATER PROBLEM IN THE FUTURE

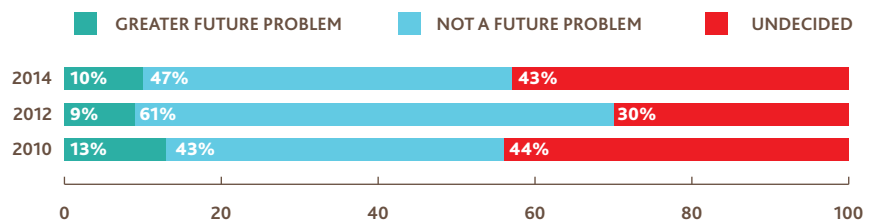


CHART 3.13: PERCEPTION OF FRAUD TO BE A GREATER PROBLEM IN THE FUTURE BY TURNOVER

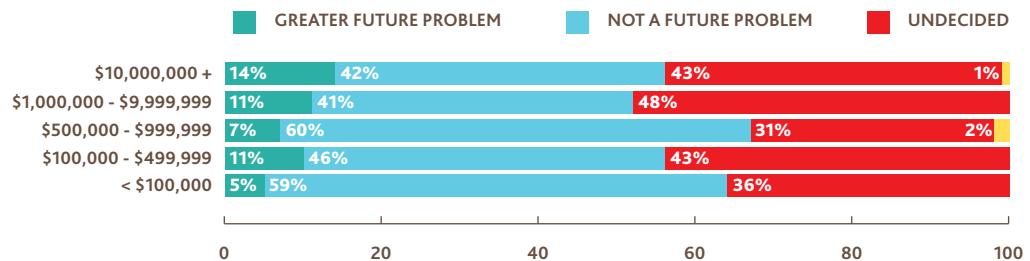
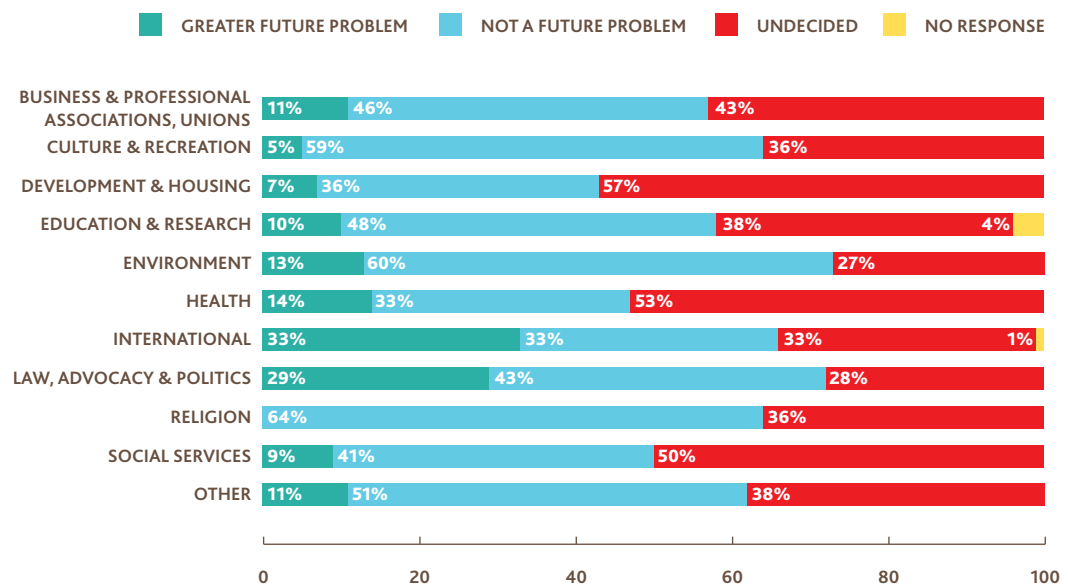


CHART 3.14: PERCEPTION OF FRAUD TO BE A GREATER PROBLEM IN THE FUTURE BY INDUSTRY GROUPING



Section 4: Fraud in the Not-For-Profit sector

CHART 4.1: COMPARATIVE: RESPONDENTS WHO HAVE SUFFERED A FRAUD IN THE PAST TWO YEARS

Respondents reported 141 frauds (from 43 organisations) in the past two years, representing an average fraud rate of 3.3 per organisation.

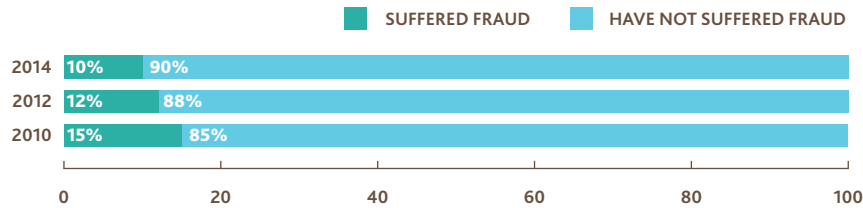


CHART 4.2: COMPARATIVE: AVERAGE AMOUNT OF FRAUD SUFFERED

In 2014, a total of \$3,229,400 of fraud was suffered by 43 organisations, with an average value of \$22,904 per fraud. This includes one large online payment fraud of \$960,000.

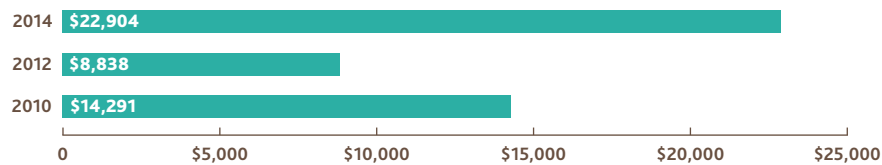


CHART 4.3: FIRST FRAUD SUFFERED

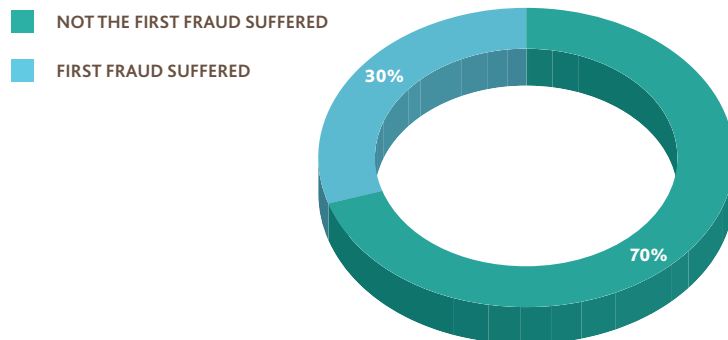


CHART 4.4: ORGANISATIONS WHO HAVE SUFFERED FRAUD IN THE PAST TWO YEARS ACCORDING TO TURNOVER

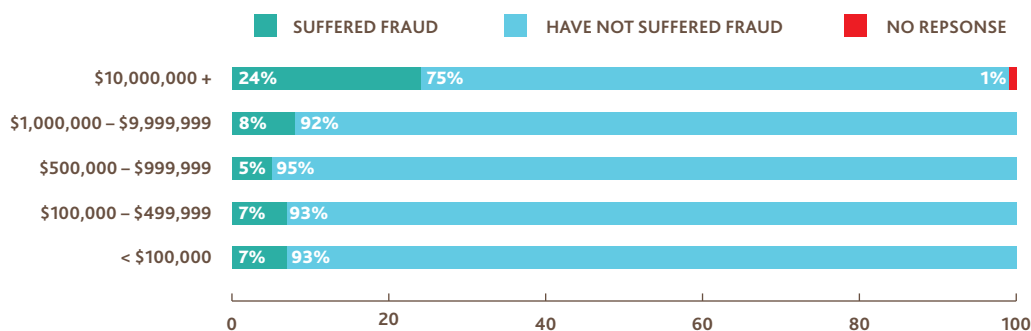


TABLE 4.1: ACTUAL FRAUDS EXPERIENCED IN THE PAST TWO YEARS ACCORDING TO TURNOVER

Table 4.1 shows that the highest average value of fraud was \$57,609 which was experienced in the \$1,000,000 - \$9,999,999 turnover grouping.

TURNOVER	NUMBER OF RESPONDENTS WITH FRAUD	NUMBER OF FRAUDS	AVERAGE FRAUD RATE	TOTAL VALUE OF FRAUDS	AVERAGE VALUE OF FRAUD
\$10,000,000 +	17	103	6.06	\$1,883,050	\$18,282
\$1,000,000 - \$9,999,999	13	22	1.69	\$1,267,400	\$57,609
\$500,000 - \$999,999	2	1	.50	\$0	\$0
\$100,000 - \$499,999	7	10	1.43	\$59,300	\$5,930
< \$100,000	4	5	1.25	\$19,650	\$3,930
TOTAL	43	141		\$3,229,400	\$22,904

TABLE 4.2: FRAUD EXPERIENCED IN THE PAST TWO YEARS COMPARED TO NUMBER OF EMPLOYEES

Table 4.2 and 4.3 indicate that the majority of frauds were suffered by larger organisations with more than 100 employees and more than 100 volunteers. The presence of volunteers amongst the workforce of Not-For-Profit organisations does not appear to increase the likelihood of fraud.

NUMBER OF EMPLOYEES	NUMBER OF FRAUDS	TOTAL VALUE OF FRAUDS	AVERAGE VALUE OF FRAUD
100 +	102	\$1,877,050	\$18,402
51 to 100	4	\$2,500	\$625
21 to 50	14	\$207,900	\$14,850
1 to 20	16	\$1,122,300	\$70,144
None	5	\$19,650	\$3,930
	141	\$3,229,400	\$22,904

TABLE 4.3: FRAUD EXPERIENCED IN THE PAST TWO YEARS COMPARED TO NUMBER OF VOLUNTEERS

NUMBER OF VOLUNTEERS	NUMBER OF FRAUDS	TOTAL VALUE OF FRAUDS	AVERAGE VALUE OF FRAUD
100 +	100	\$1,401,800	\$14,018
51 to 100	10	\$12,950	\$1,295
21 to 50	6	\$48,150	\$8,025
1 to 20	12	\$1,534,400	\$127,867
None	13	\$232,100	\$17,854
	141	\$3,229,400	\$22,904

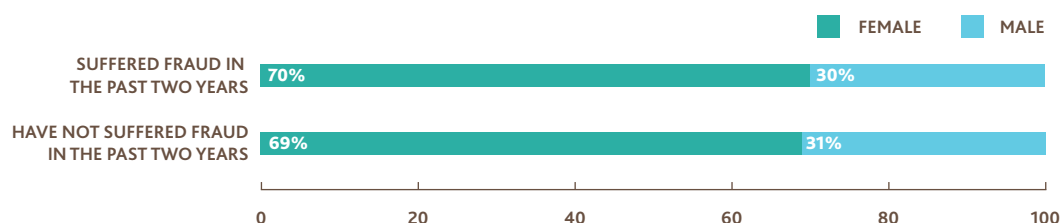
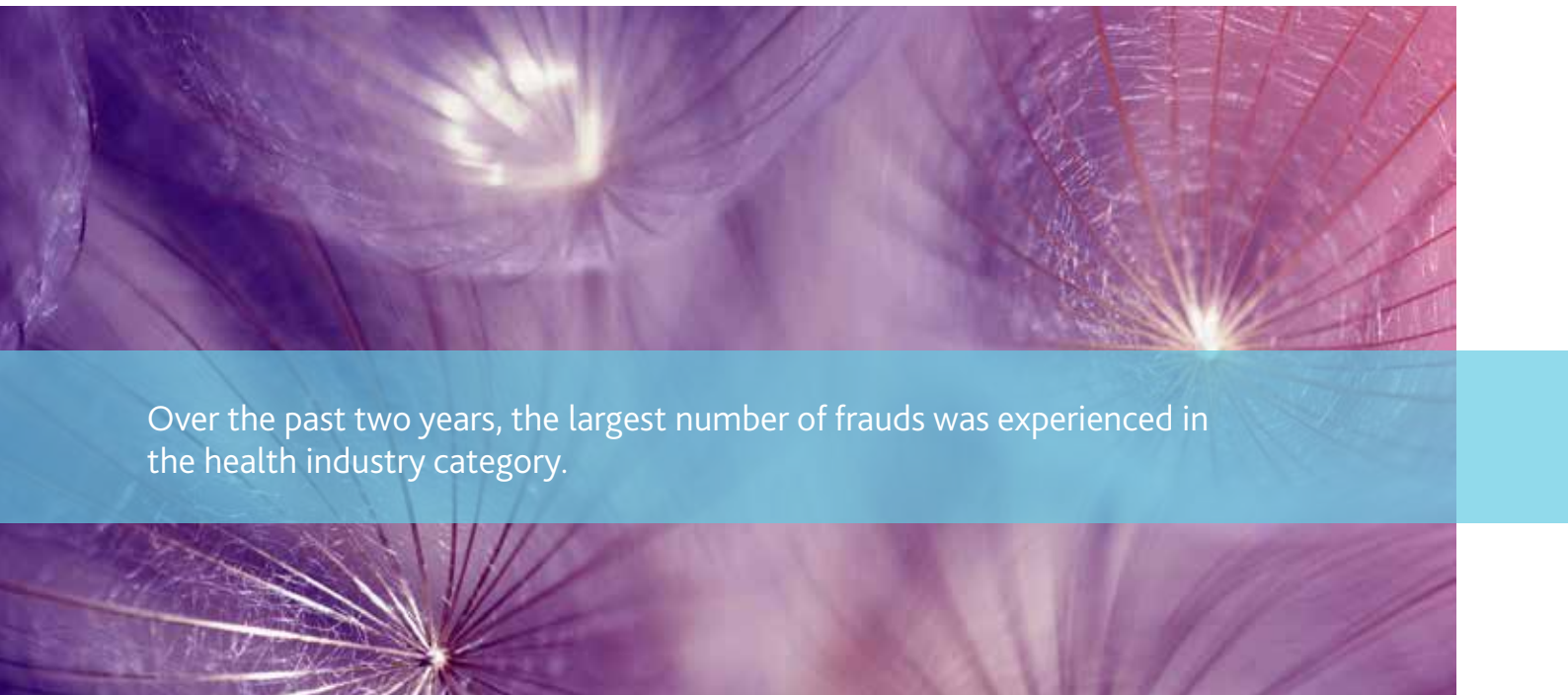
CHART 4.5: EMPLOYEE GENDER DISTRIBUTION OF ORGANISATIONS WHO HAVE SUFFERED FRAUD IN THE PAST TWO YEARS

TABLE 4.4: FRAUD EXPERIENCES IN THE PAST TWO YEARS BY INDUSTRY CATEGORY

The largest number of frauds was experienced in the health industry category, with 11 organisations reporting 60 cases of fraud. The Business and Professional Associations category accounted for \$2,748,100 of the total value of all frauds (or 85% of the total). The highest average fraud value was \$249,827 experienced by respondents in this category.

CATEGORIES OF RESPONDENTS	NUMBER OF FRAUDS	TOTAL VALUE OF FRAUDS	AVERAGE VALUE OF FRAUD
Business & professional associations, unions	11	\$2,748,100	\$249,827
Culture & recreation	9	\$5,600	\$622
Development & housing	2	\$5,000	\$2,500
Education & research	5	\$114,500	\$22,900
Environment	1	\$5,000	\$5,000
Health	60	\$230,000	\$3,833
International	27	\$34,000	\$1,259
Law, advocacy & politics	0	\$0	\$0
Philanthropic intermediaries & voluntary promotion	1	\$6,000	\$6,000
Religion	2	\$20,000	\$10,000
Social services	21	\$26,300	\$1,252
Other	2	\$39,900	\$19,950
	141	\$3,229,400	\$22,904



Over the past two years, the largest number of frauds was experienced in the health industry category.

CHART 4.6: COMPARATIVE: ORGANISATIONS WHO HAVE SUFFERED FRAUD ACCORDING TO INDUSTRY CATEGORY

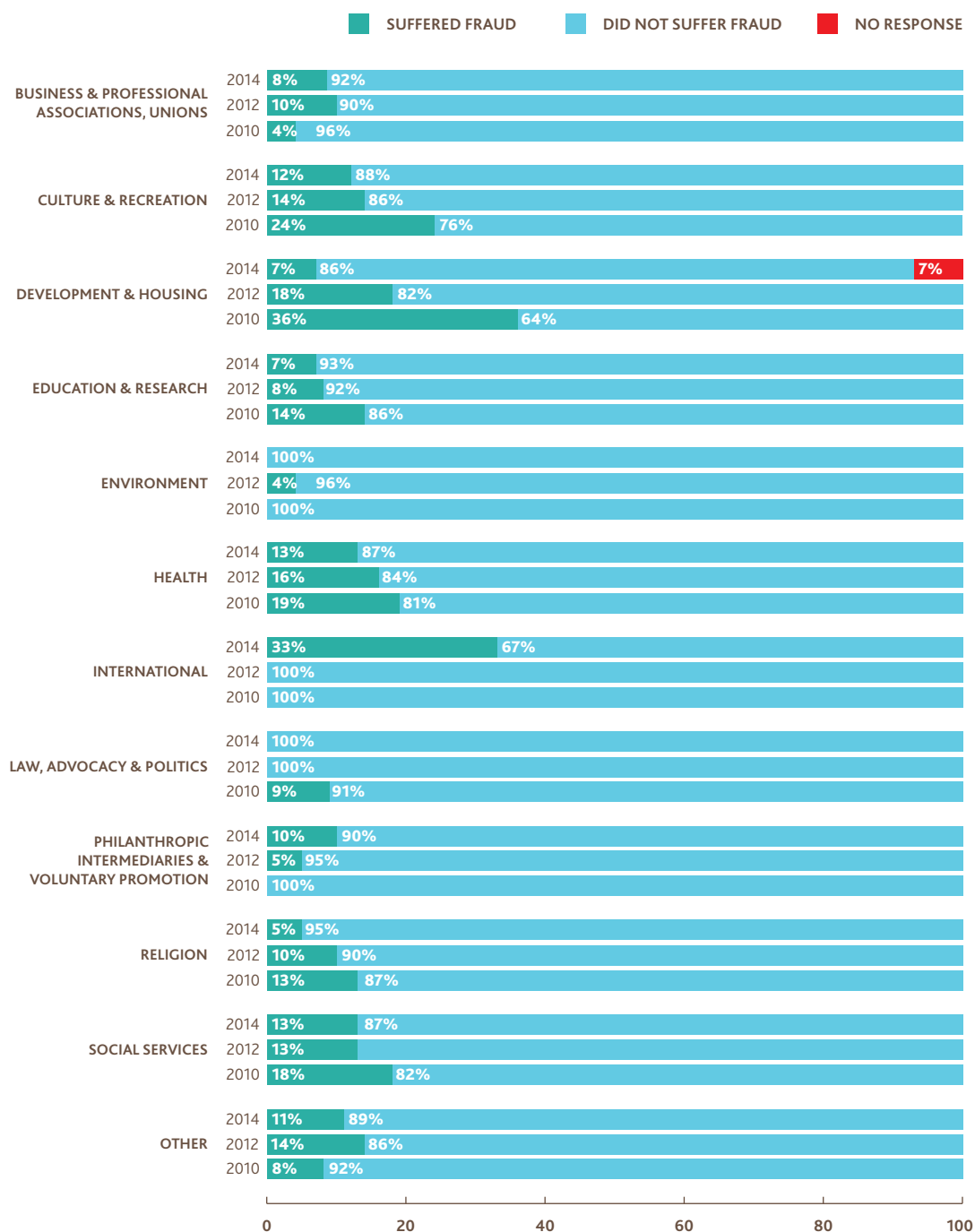


TABLE 4.5: FRAUD EXPERIENCED IN THE PAST TWO YEARS BY LOCATION

The number of frauds experienced in the past two years is impacted by the number of respondents in each location.
Refer to Table 1.1 on page 16.

LOCATION	NUMBER OF FRAUDS	TOTAL VALUE OF FRAUDS	AVERAGE VALUE OF FRAUD
New South Wales	18	\$230,550	\$12,808
New Zealand	27	\$1,093,100	\$40,485
Queensland	59	\$210,550	\$3,569
South Australia	2	\$11,000	\$5,500
Victoria	4	\$1,610,000	\$402,500
Western Australia	2	\$200	\$100
Other	29	\$74,000	\$2,552
	141	\$3,229,400	\$22,904

CHART 4.7: COMPARATIVE: FRAUDS SUFFERED BY LOCATION

In 2014, Queensland respondents accounted for just 18% of all survey respondents.

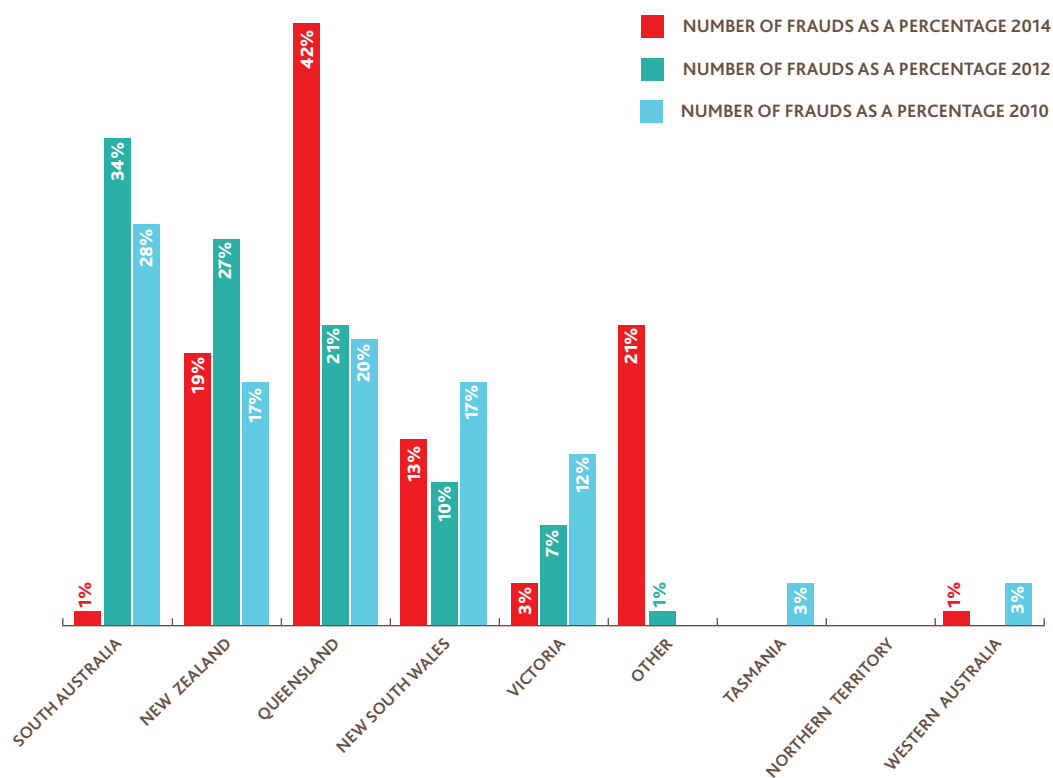


TABLE 4.6: FRAUD SUFFERED BY FUNDING SOURCE

Grants/government funding was the funding source most closely linked to the largest number of frauds. This result is not surprising considering this funding source was the primary source of funding (37%) for the respondents.

However, in 2014 for grants/government funding, the number of fraud incidences (100) is much less than in the 2012 survey which indicated 214 frauds were suffered.

PRIMARY FUNDING SOURCE	NUMBER OF FRAUDS	TOTAL VALUE OF FRAUDS	AVERAGE VALUE OF FRAUD
Grants/government funding	100	\$204,800	\$2,048
Business operations	13	\$1,811,050	\$139,312
Other	1	\$5,000	\$5,000
Memberships	6	\$1,058,100	\$176,350
Donations	2	\$20,000	\$10,000
Fundraising	14	\$29,950	\$2,139
Client fees	3	\$100,000	\$33,333
Bequests	1	\$400	\$400
Sponsorships	1	\$100	\$100
	141	\$3,229,400	\$22,904

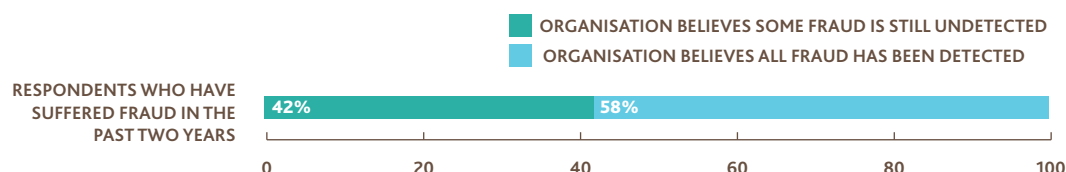
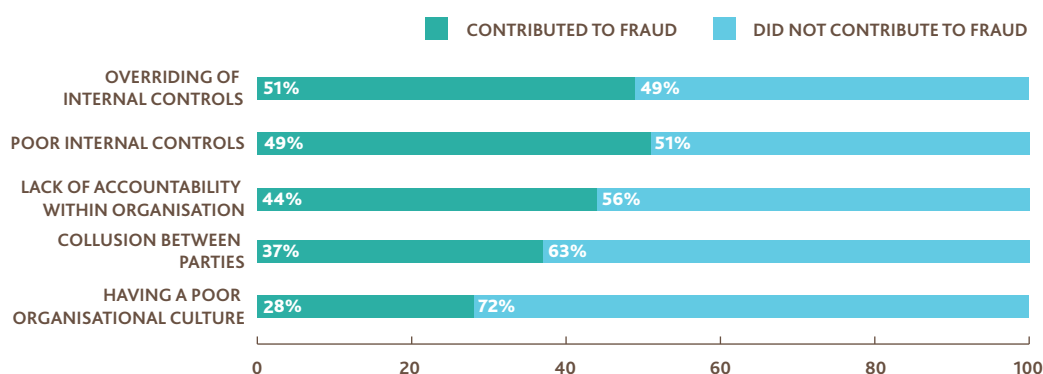
CHART 4.8: ORGANISATIONS THAT BELIEVE SOME FRAUD IS STILL UNDETECTED**CHART 4.9: FACTORS CONTRIBUTING TO FRAUD OCCURRING**

CHART 4.10: PERCEPTION OF FRAUD VERSUS INSTANCES OF FRAUD BY TURNOVER

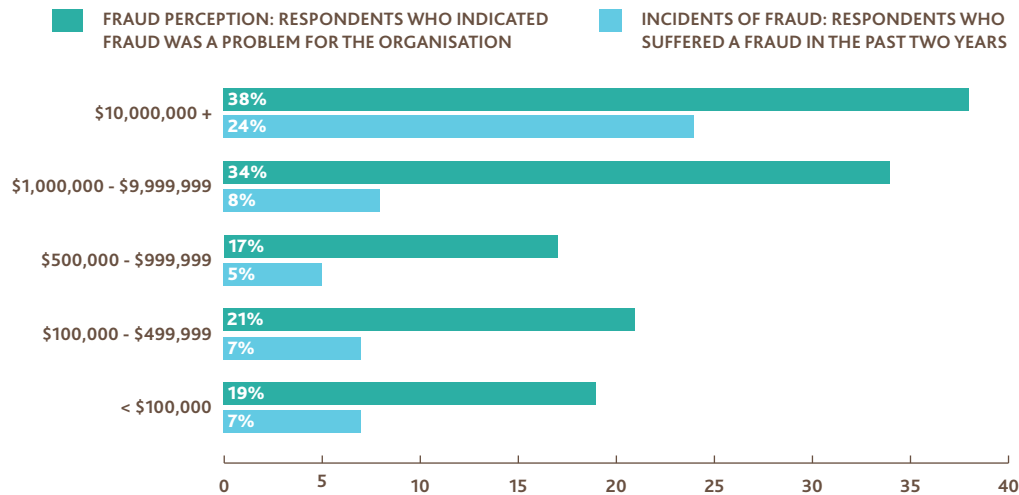
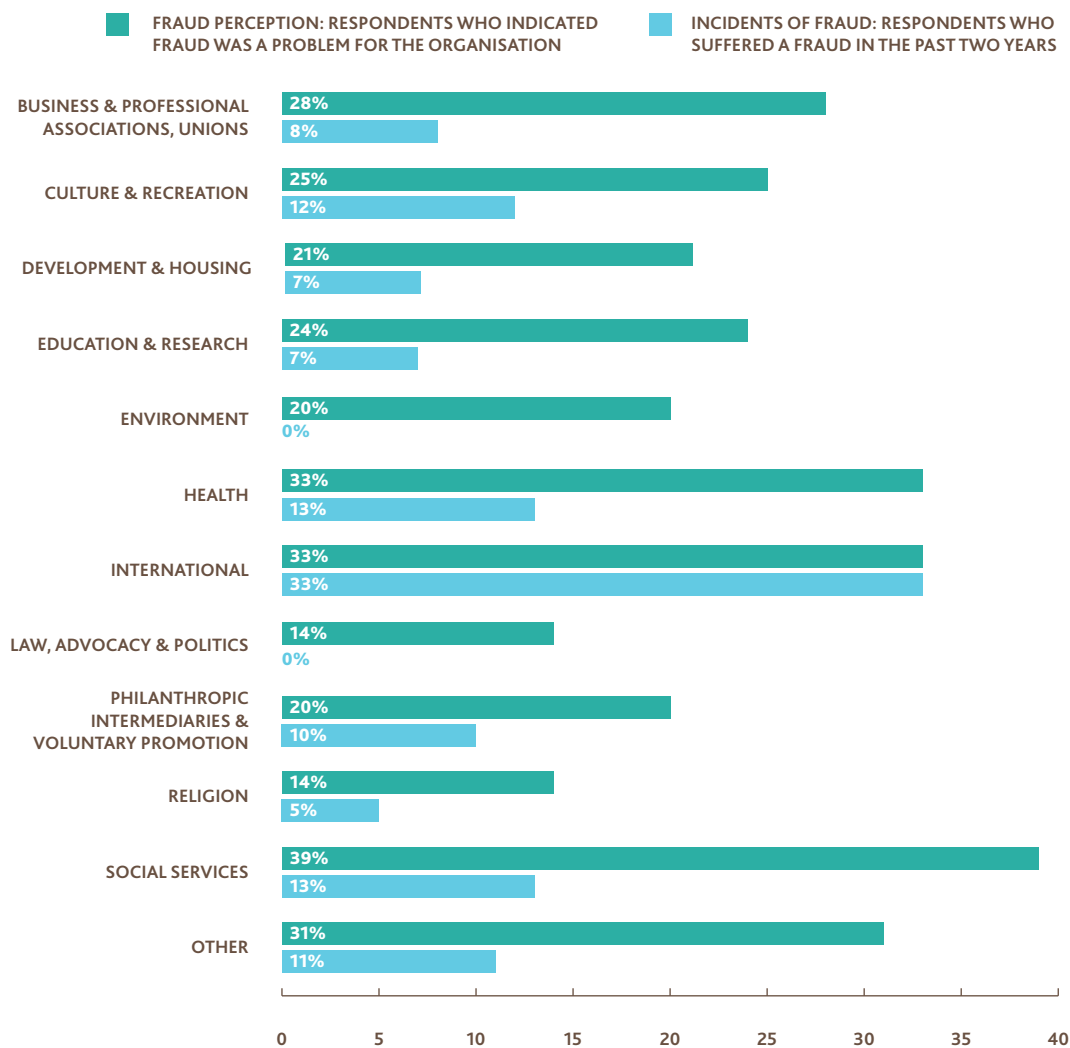


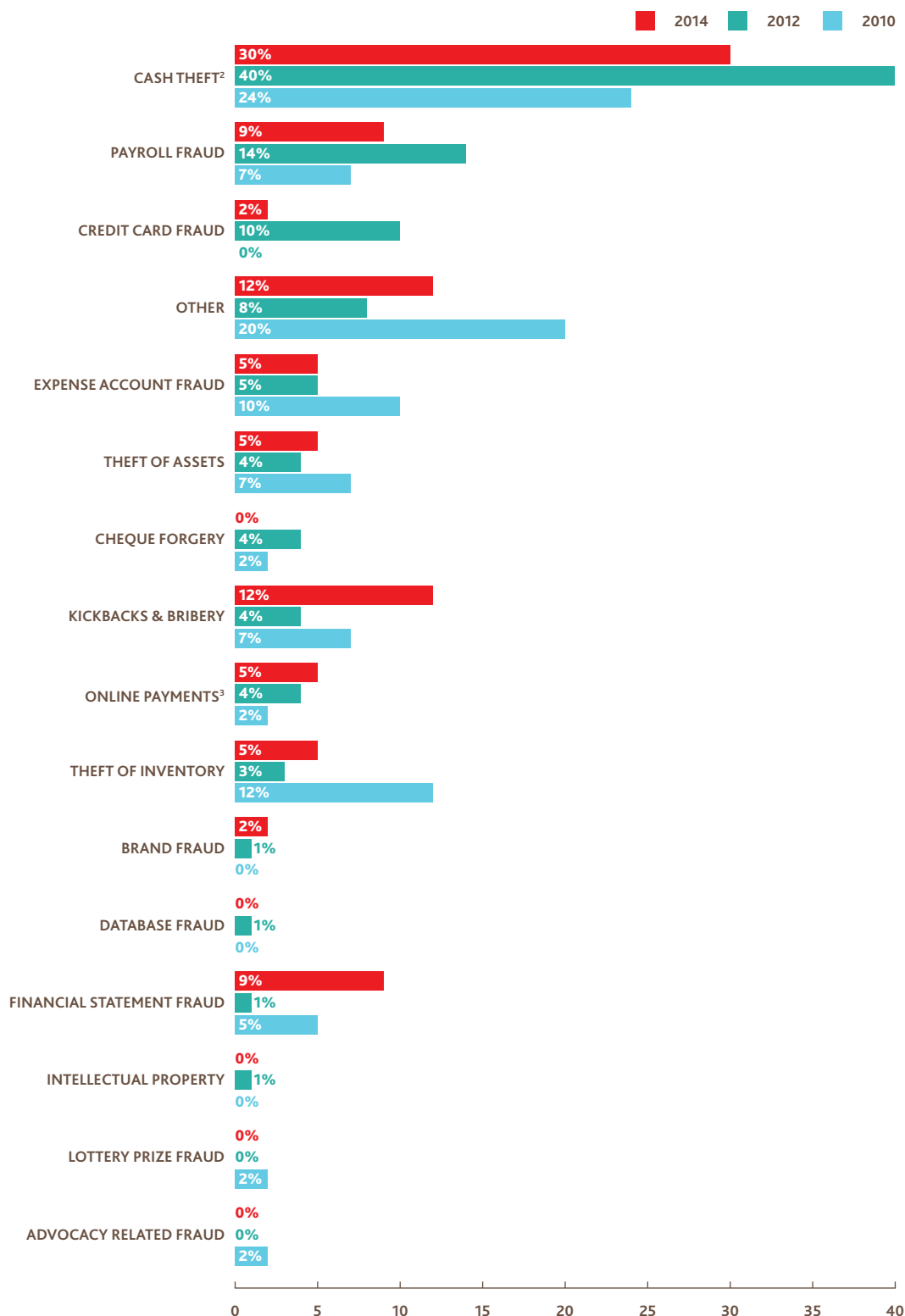
CHART 4.11: PERCEPTION OF FRAUD VERSUS INSTANCES OF FRAUD BY CATEGORY



Section 5: Specific fraud

CHART 5.1: TYPES OF FRAUD

Each respondent had the opportunity to describe their largest fraud, and the survey recorded a total 37 frauds. Of these frauds, cash theft is the most common type of fraud (30% of respondents), which was also the main fraud experienced by the 2012 and 2010 respondents. Cash in many Not-For-Profits can be handled by anyone including a volunteer, a contractor, or an employee. It is also understandable when considering the difficulties that exist for Not-For-Profits to place controls on the collection of cash, for example, consider a street stall, a volunteer collecting donations or sales from thrift shops.



2. Includes all types of types of cash theft and the misappropriation of cash by deception (for example larceny and embezzlement).

3. Includes all electronic fund transfers and online banking, cash by deception (for example larceny and embezzlement).

TABLE 5.1: MOST COMMON TYPES OF FRAUD PER INDUSTRY CATEGORY

It is important for each Not-For-Profit organisation to recognise the most common fraud methods encountered in their industry when implementing proactive fraud control policies.

	CASH THEFT	PAYROLL FRAUD	CREDIT CARD FRAUD	OTHER	EXPENSE ACCOUNT FRAUD	THEFT OF ASSETS	KICKBACKS & BRIBERY	ONLINE PAYMENTS	THEFT OF INVENTORY	BRAND FRAUD	MONEY LAUNDERING	FINANCIAL STATEMENT FRAUD	NO RESPONSE
Business & professional associations, unions	17%	17%		16%	17%			33%					
Culture & recreation	43%	14%				14%	14%						15%
Development & housing						100%							
Education & research	25%						25%			25%		25%	
Health	18%	9%	9%	9%			18%		9%			27%	1%
International							100%						
Philanthropic intermediaries & voluntary promotion	100%												
Religion				100%									
Social services	43%			29%	14%				14%				
Other	50%	25%									25%		

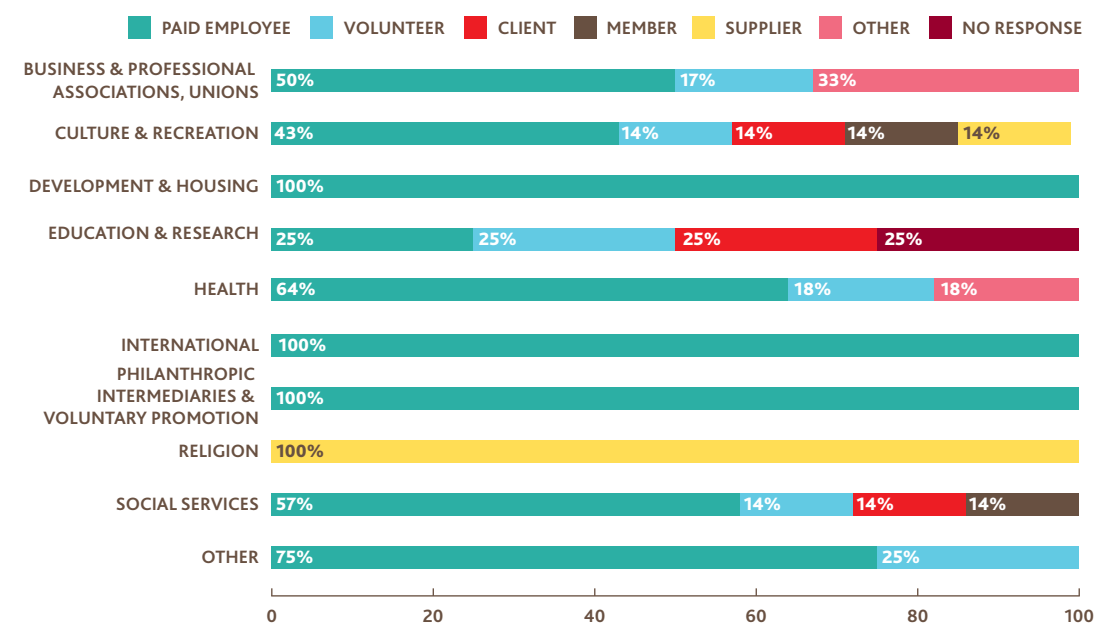
CHART 5.2: POSITION OF PERPETRATOR BY INDUSTRY CATEGORY

CHART 5.3: COMPARATIVE: EMPLOYMENT STATUS OF PERPETRATOR

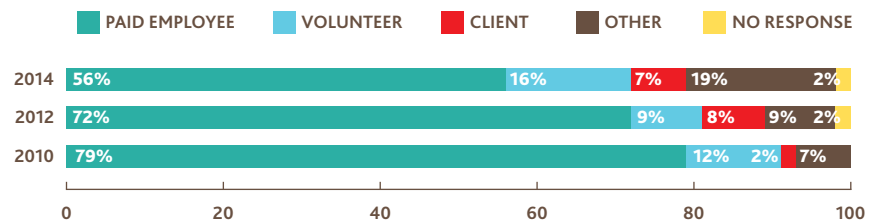
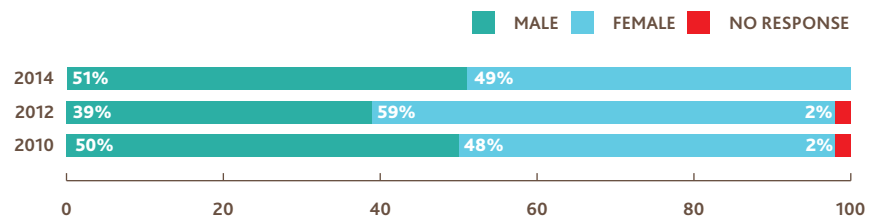


CHART 5.4: COMPARATIVE: GENDER OF PERPETRATOR



It is important for each Not-For-Profit organisation to recognise the most common fraud methods encountered in their industry when implementing proactive fraud control policies.

CHART 5.5: COMPARATIVE: AGE OF PERPETRATOR

Each respondent had the opportunity to describe their largest fraud, and the survey recorded a total 37 frauds. Of these, the typical fraudster was aged over 50 and was a paid employee in a non-accounting role.

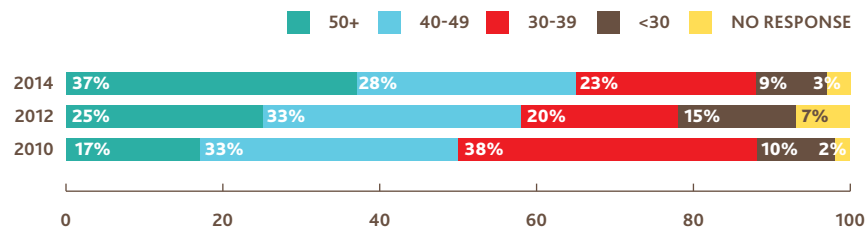
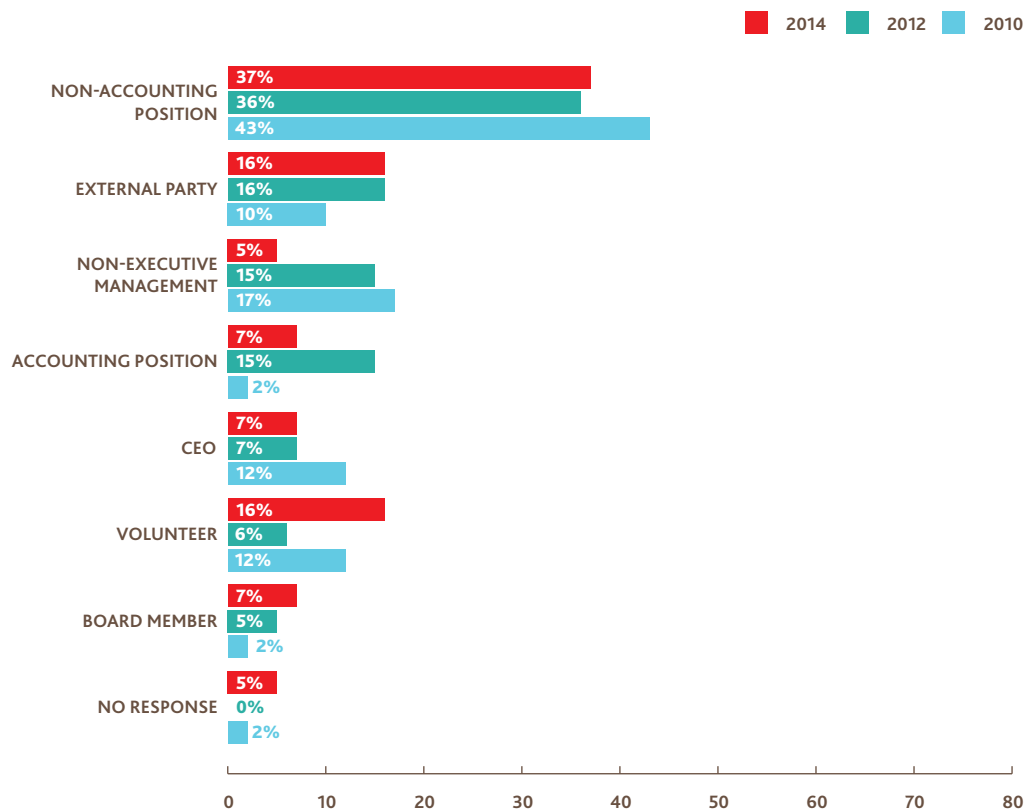
**CHART 5.6: POSITION OF PERPETRATOR**

CHART 5.7: COMPARATIVE: WAS COLLUSION INVOLVED?

When collusion is involved in a fraud, it will usually mean it is more difficult to detect. For example, if two people are involved in the payroll process and duties have already been segregated, if they decide to collude the control is no longer effective and fraud can easily be committed. Of the largest frauds (37 large frauds were described by respondents), the survey found that 31% of colluders were Board members. Nearly a quarter of colluders were external parties (23%). Consider the example of an employee being provided with kickbacks from a supplier – the employee buys products solely from this supplier as a result of receiving the kickback even though the supplier's product is priced significantly higher than other suppliers.

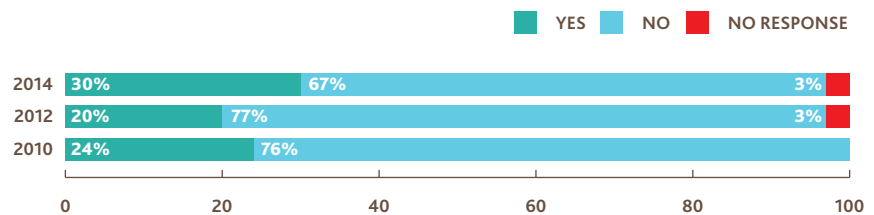
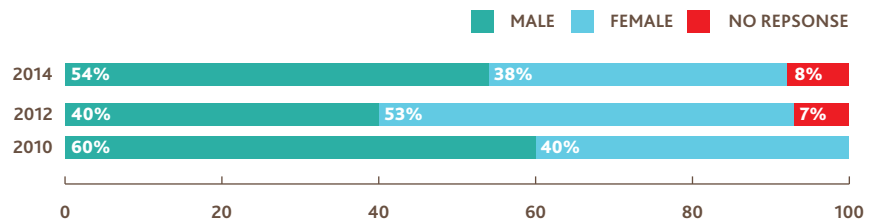
**CHART 5.8: COMPARATIVE: GENDER OF COLLUDER**

CHART 5.9: COMPARATIVE: AGE OF COLLUDER

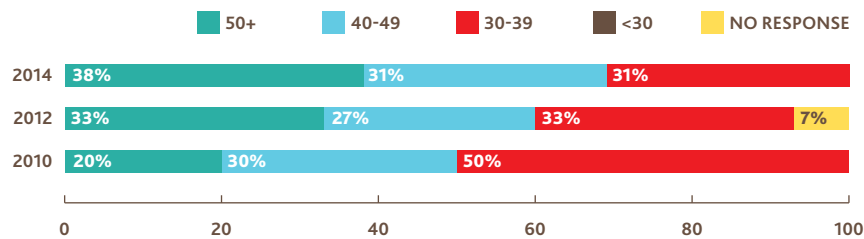


CHART 5.10: COMPARATIVE: EMPLOYMENT STATUS OF COLLUDER

Board member is included in the 'member/external party' category.

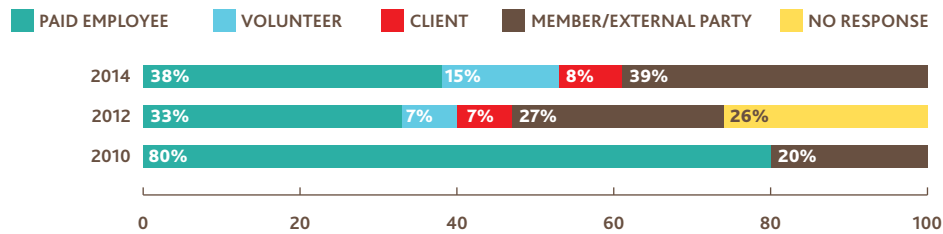


TABLE 5.2: VALUE OF LARGEST FRAUD BY TURNOVER

TURNOVER	NUMBER OF FRAUDS	VALUE OF FRAUDS	AVERAGE VALUE OF FRAUD
< \$100,000	4	\$19,650	\$4,913
\$100,000 - \$500,000	5	\$58,300	\$11,660
\$501,000 - \$1,000,000	0	\$0	\$0
\$1,000,001 - \$10,000,000	11	\$1,025,700	\$93,245
\$10,000,000 +	17	\$1,718,510	\$101,089
TOTAL	37	\$2,822,160	\$76,275

TABLE 5.3: VALUE OF LARGEST FRAUD BY INDUSTRY CATEGORY

INDUSTRY GROUPING	NUMBER OF FRAUDS	VALUE OF FRAUDS	AVERAGE VALUE OF FRAUD
Business & professional associations, unions	5	\$2,507,600	\$501,520
Culture & recreation	5	\$35,500	\$7,100
Development & housing	1	\$2,000	\$2,000
Education & research	3	\$114,500	\$38,167
Environment	0	\$0	\$0
Health	10	\$81,500	\$8,150
International	1	\$1,100	\$1,100
Law, advocacy & politics	0	\$0	\$0
Philanthropic intermediaries & voluntary promotion	1	\$6,000	\$6,000
Religion	1	\$20,000	\$20,000
Social services	6	\$14,060	\$2,343
Other	4	\$39,900	\$9,975
TOTAL	37	\$2,822,160	\$76,275

TABLE 5.4: VALUE OF LARGEST FRAUD BY TYPE

Each respondent had the opportunity to describe their largest fraud, and the survey recorded a total 37 frauds. While financial statement fraud and cash theft are the most common type of fraud, it is interesting to consider fraud from an average perspective. In 2014, payroll fraud was the second highest average value of fraud being \$510,000. The highest, was a significant online payments fraud for \$960,000.

FRAUD TYPE	NUMBER OF FRAUDS	VALUE OF FRAUDS	AVERAGE VALUE OF FRAUD
Cash theft	12	\$37,550	\$3,129
Payroll	3	\$1,530,000	\$510,000
Credit card	1	\$5,000	\$5,000
Expense account	2	\$8,100	\$4,050
Assets	2	\$2,150	\$1,075
Kickbacks & bribery	5	\$161,300	\$32,260
Online payments	1	\$960,000	\$960,000
Inventory	2	\$2,860	\$1,430
Financial statement	4	\$50,000	\$12,500
Money Laundering	1	\$10,000	\$10,000
Other	3	\$50,200	\$16,733
No response	1	\$5,000	\$5,000
TOTAL	37	\$2,822,160	\$76,275

CHART 5.11: COMPARATIVE: HOW THE FRAUDS WERE DISCOVERED

From the 37 largest frauds described by survey respondents, effective internal controls are the most successful method of discovering fraud, with 30% of frauds discovered this way. Tips from employees, volunteers and other parties, account for 35% of fraud discovered. Internal audits can also be effective means of discovering fraud (7%).

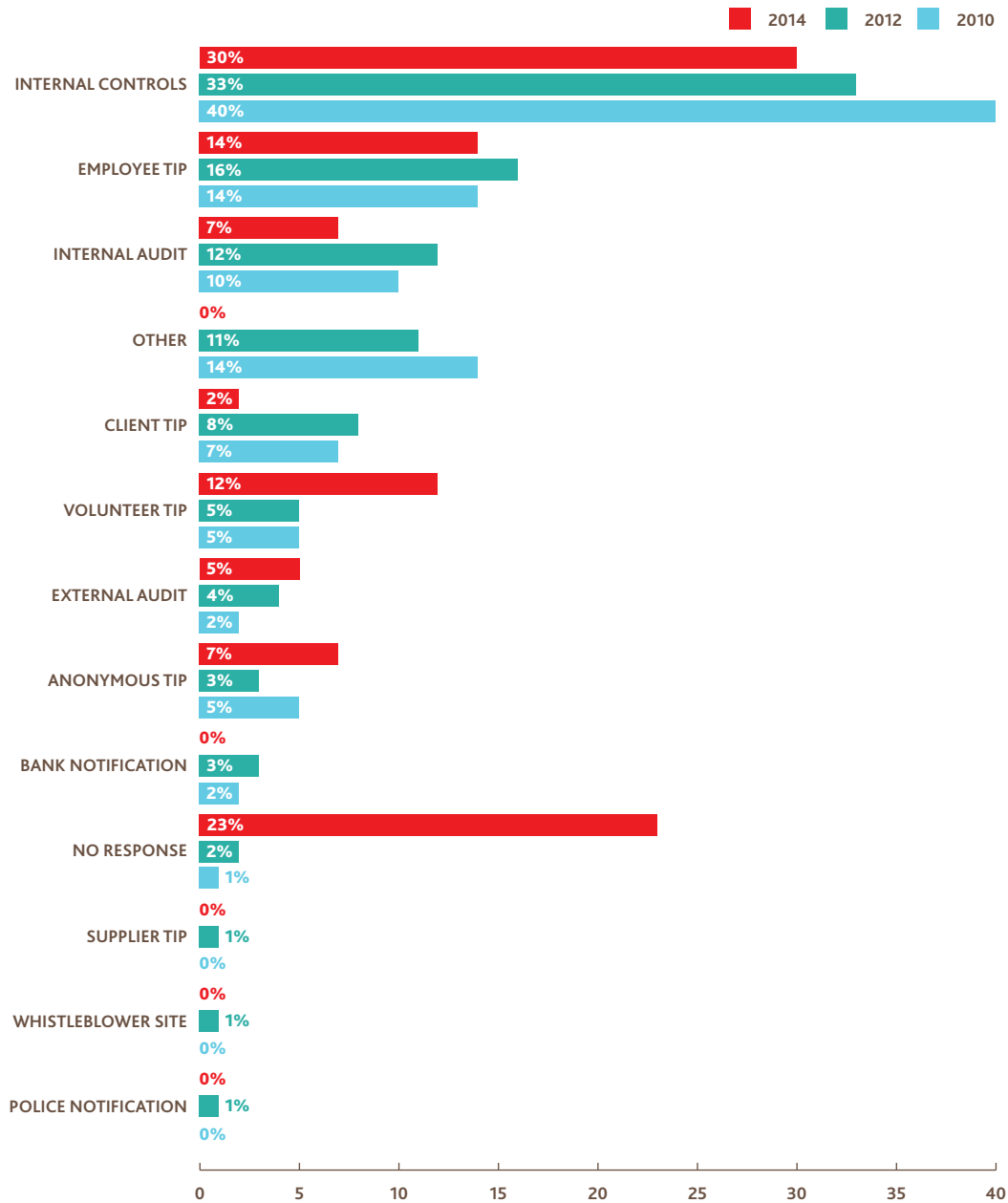
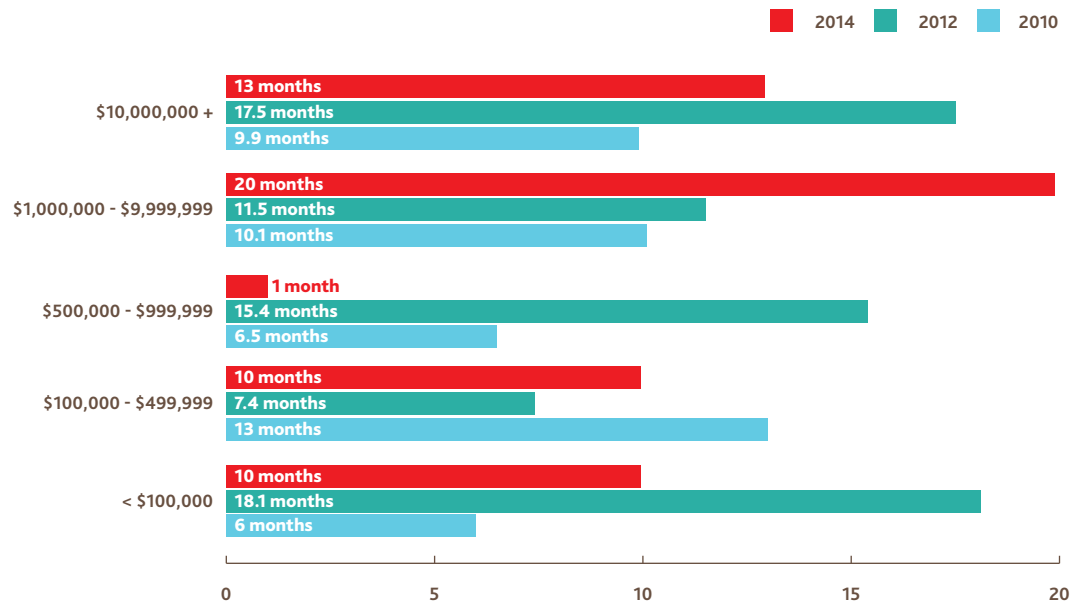


CHART 5.12: COMPARATIVE: AVERAGE DURATION OF FRAUD (IN MONTHS) BY TURNOVER

It is extremely encouraging that the average duration of the reported frauds was 14 months, thus reducing the potential value of the fraud significantly. This is a major factor contributing to the average fraud value being under \$100,000. A lack of fraud detection controls can result in fraud continuing for extended periods. The longer the fraud continues the higher the value of the fraud. Perpetrators sometimes test the water with small value fraud and when this is not discovered they increase not only their level of activity but the value of each offence.



Perpetrators sometimes test the water with small value fraud and when this is not discovered they increase not only their level of activity, but the value of each offence.

CHART 5.13: COMPARATIVE: MOTIVATION BEHIND FRAUD COMMITTED

Reasons for committing fraud can generally be grouped into two types: perpetrators who feel they are forced into committing fraud because they believe there are no other alternatives available, for example, those who become overwhelmed by financial pressures and commit fraud to escape debts; and perpetrators who offend as a form of revenge or greed, for example, those who feel they have been treated unfairly or are supporting a level of lifestyle they would normally not be able to afford.

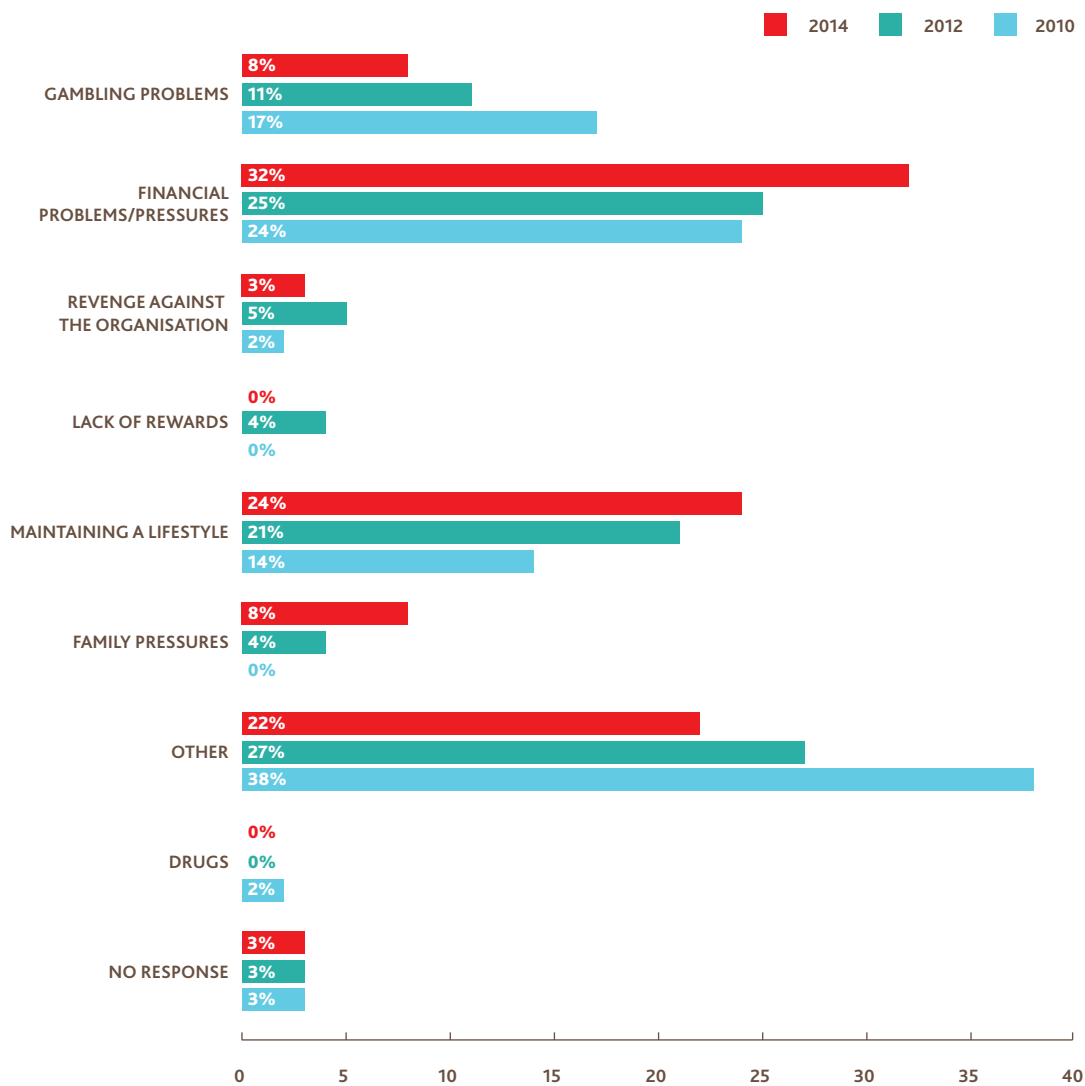


TABLE 5.5: COMPARATIVE: MOTIVATION BEHIND FRAUD COMMITTED BY VALUE

PRIMARY MOTIVATION BEHIND FRAUD	NUMBER OF FRAUDS	VALUE OF FRAUDS	AVERAGE VALUE OF FRAUD
Gambling problems	3	\$1,520,500	\$506,833
Financial problems/pressures	12	\$176,600	\$14,717
Revenge against the organisation	1	\$30,000	\$30,000
Maintain a lifestyle	9	\$986,450	\$109,606
Family pressures	3	\$26,200	\$8,733
Other	8	\$82,360	\$10,295
No response	1	\$50	\$50
TOTAL	37	\$2,822,160	\$76,275

CHART 5.14: COMPARATIVE: FRAUD REPORTED TO THE POLICE

In 2014, some of the reasons given by respondents for not reporting the matter to Police included:

- "The priority was getting money back, not laying charges"
- "We were able to deal with it internally"
- "The money was recovered, individual resigned and they had significant remorse."

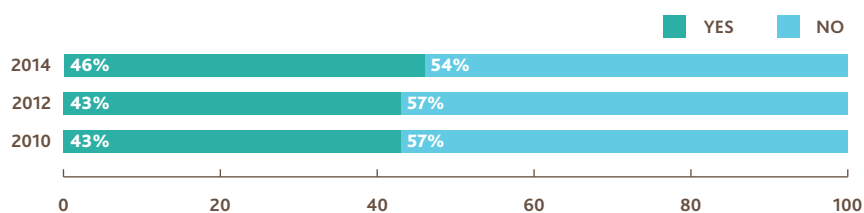


CHART 5.15: COMPARATIVE: DURATION OF POLICE INVESTIGATION

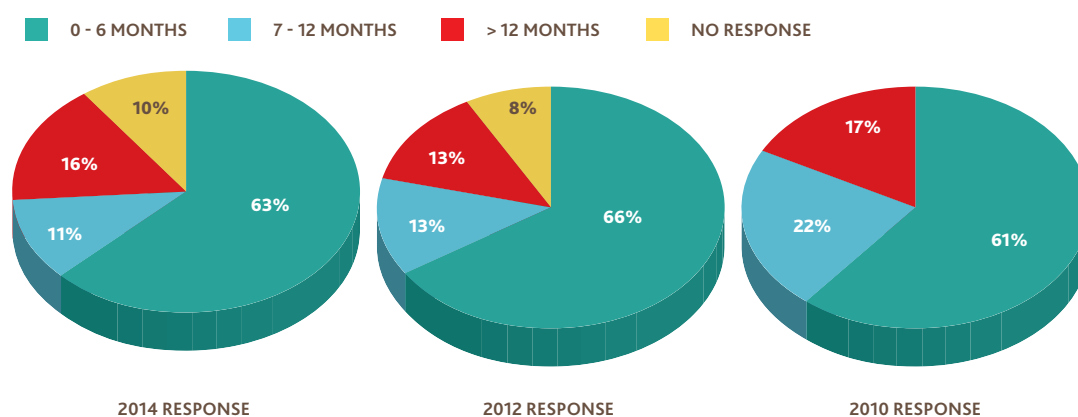


CHART 5.16: COMPARATIVE: DURATION OF COURT MATTER

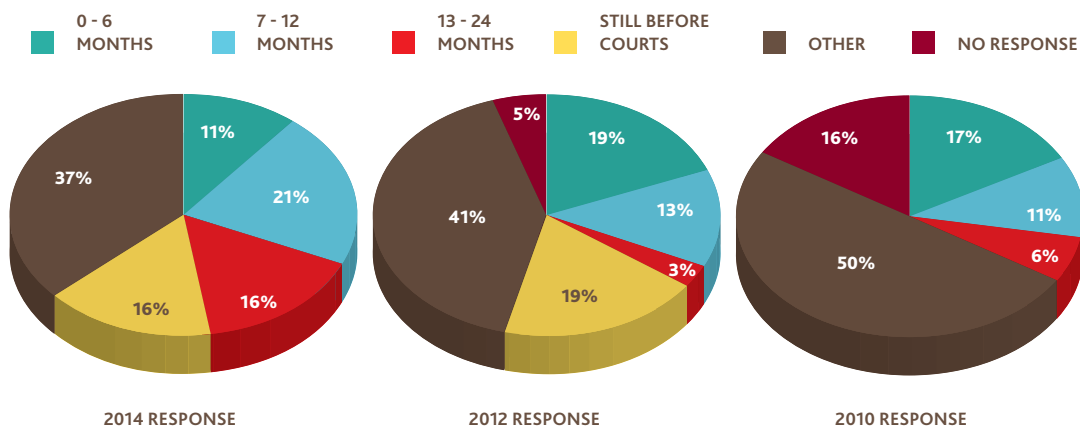


CHART 5.17: COMPARATIVE: ORGANISATIONS CONDUCTING INTERNAL FRAUD INVESTIGATIONS

Of the 37 largest frauds described by survey respondents, the majority of fraud incidents (74%) were investigated internally by the organisation. Nearly half (47%) were investigated by the chief executive officer or the chief financial officer. Other parties involved in these investigations included internal auditors, other senior managers or external parties (such as forensic accountants) working with internal investigators. Where the frauds were investigated externally, the Police and forensic accountants conducted these investigations.

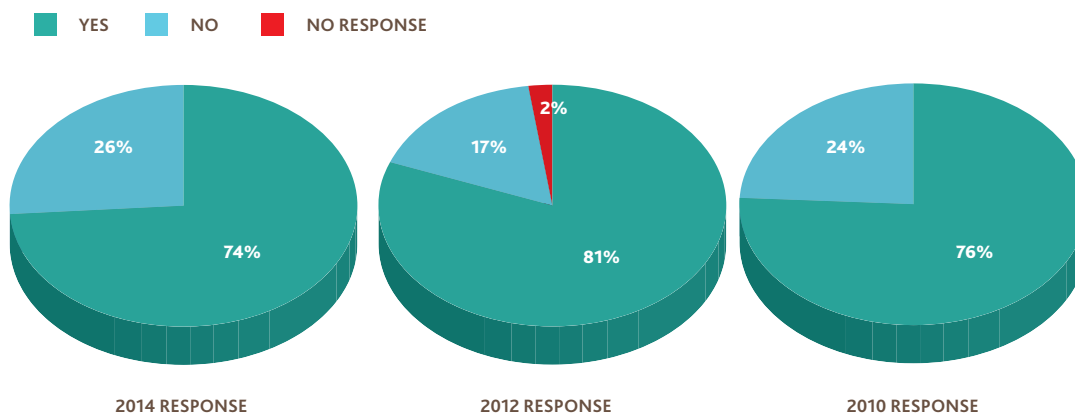


CHART 5.18: COMPARATIVE: INTERNAL INVESTIGATORS OF FRAUD

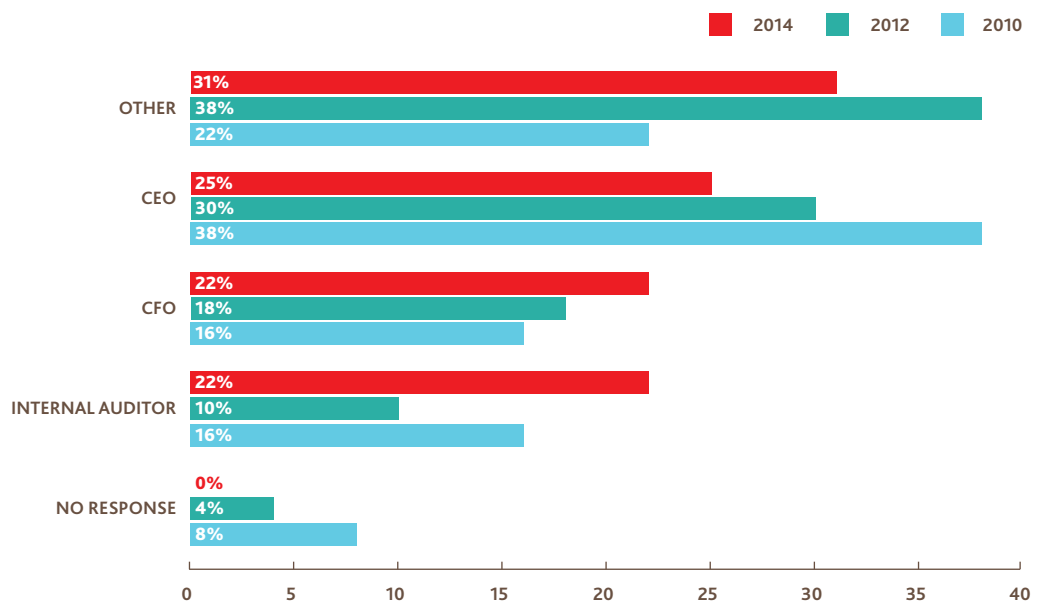


CHART 5.19: COMPARATIVE: WAS THE EMPLOYMENT OF THE PERPETRATOR TERMINATED?

Of the 37 largest frauds described by survey respondents, it is interesting to note that 37% of organisations did not terminate the employment of the person who committed the fraud. Respondents indicated that the main reasons were due to the fact that the perpetrator had already resigned, or allowed to resign due to length of service.

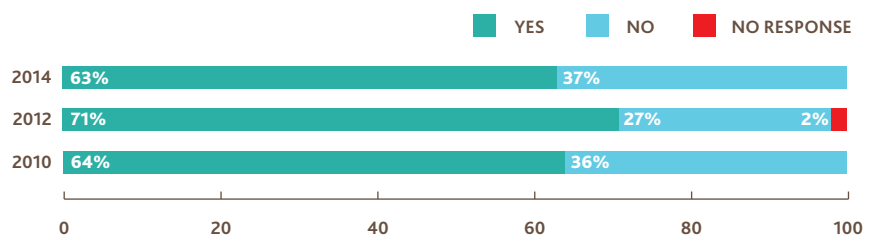


CHART 5.20: COMPARATIVE: PERCENTAGE OF LOSS RECOVERED

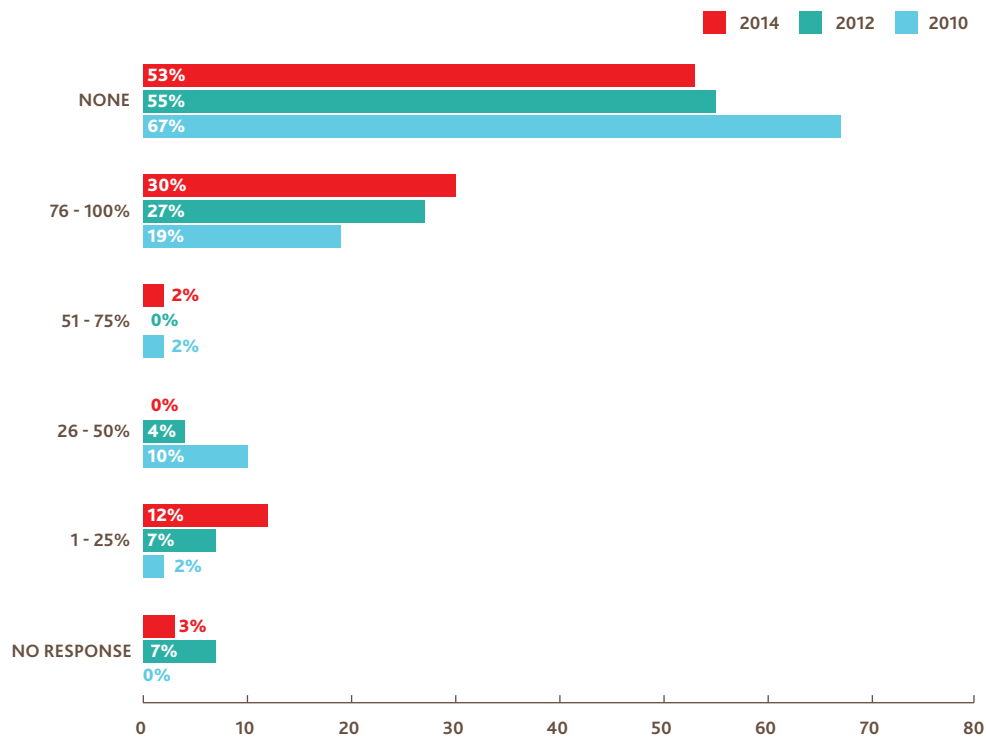
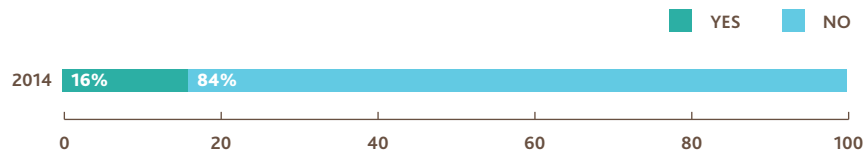


CHART 5.21: WAS CIVIL ACTION PURSUED?



Section 6: Fraud prevention

CHART 6.1: PERCEPTIONS OF THE IMPORTANCE OF FRAUD PREVENTION

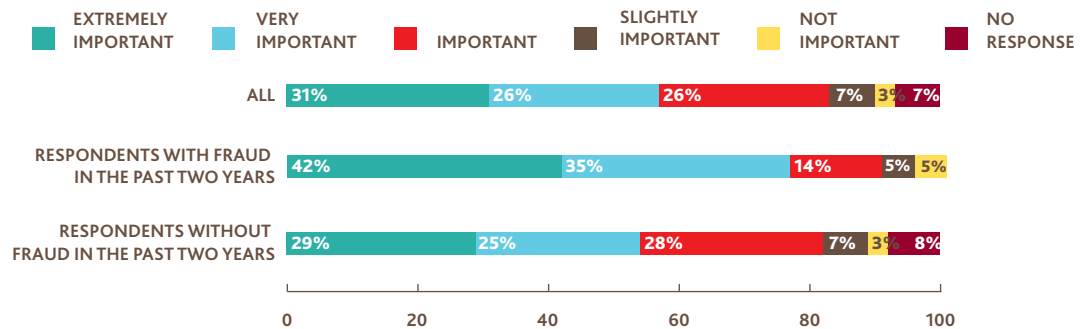


CHART 6.2: COMPARATIVE: PERCEPTION OF FRAUD PREVENTION

As expected, whether an organisation had recently suffered a fraud influenced their perception of whether fraud prevention was important. The survey findings show that 42% of organisations who had suffered a fraud in the past two years thought fraud prevention was extremely important, as opposed to 29% of organisations who had not suffered a fraud.

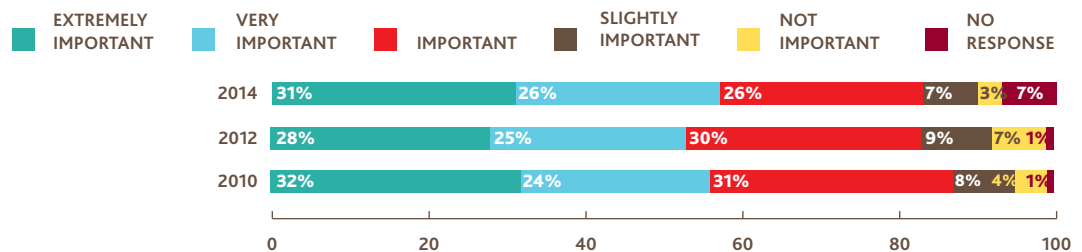


CHART 6.3: COMPARATIVE: PERCEPTION OF FRAUD PREVENTION BY TURNOVER

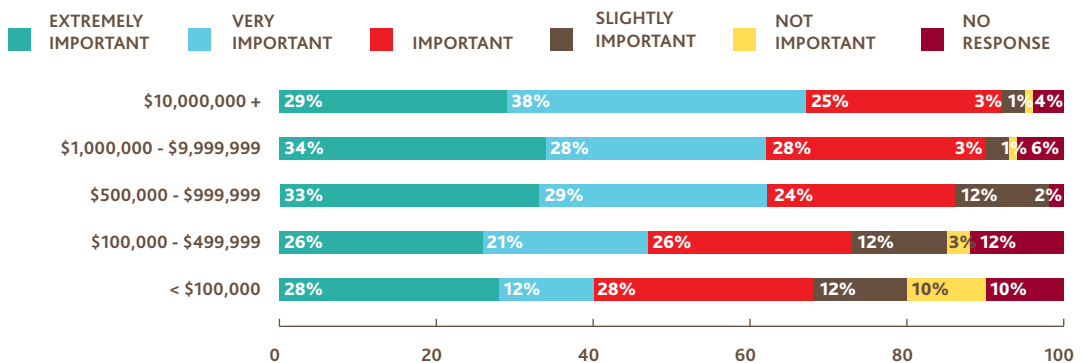


CHART 6.4: PRIMARY FACTORS REDUCING THE RISK OF FRAUD (RESPONDENTS COULD SELECT MORE THAN ONE RESPONSE)

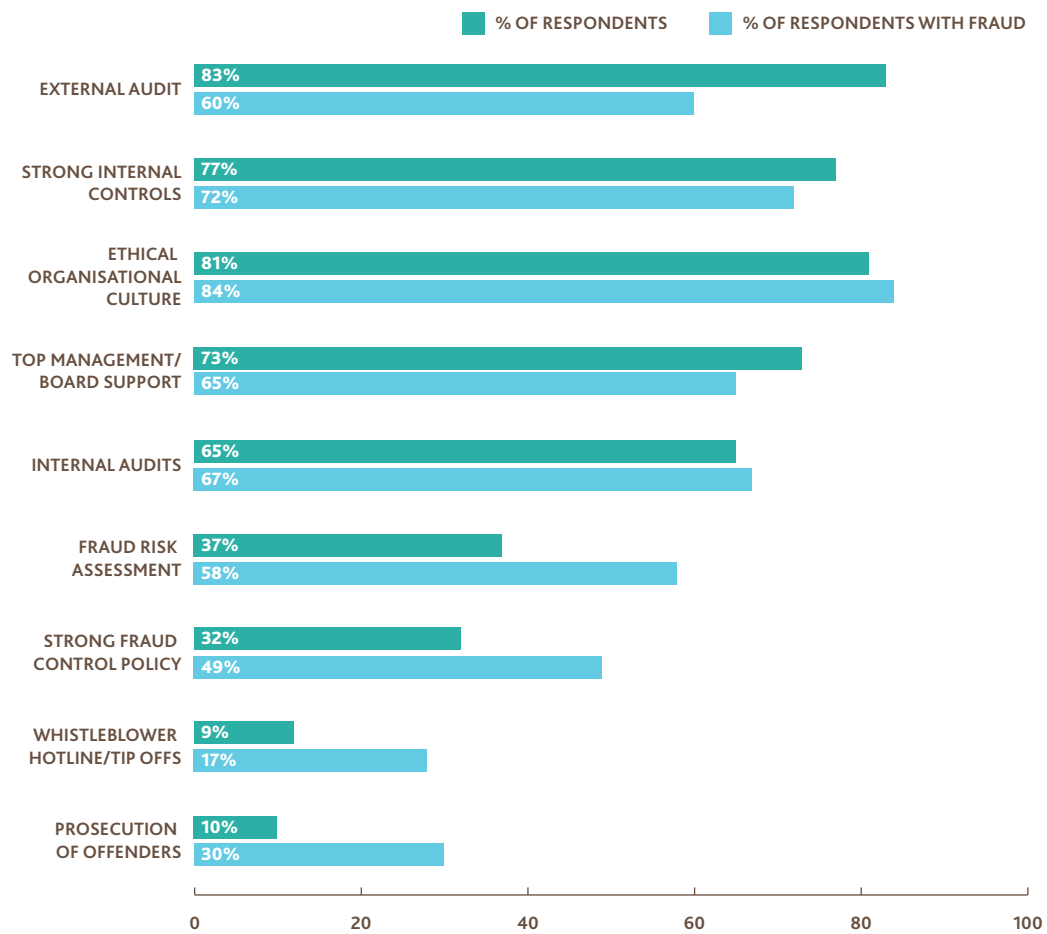


CHART 6.5: COMPARATIVE: PRIMARY FACTORS REDUCING THE RISK OF FRAUD (RESPONDENTS COULD SELECT MORE THAN ONE RESPONSE)

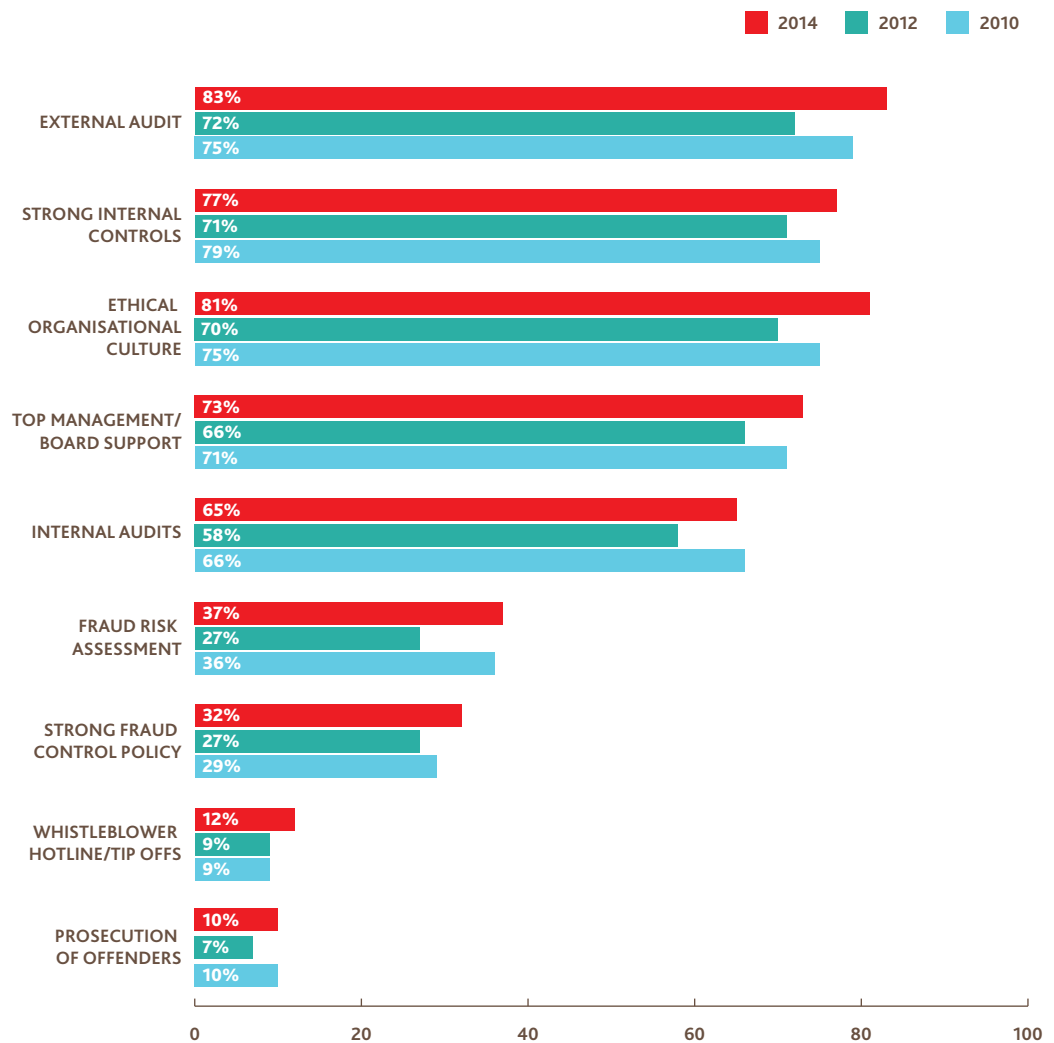
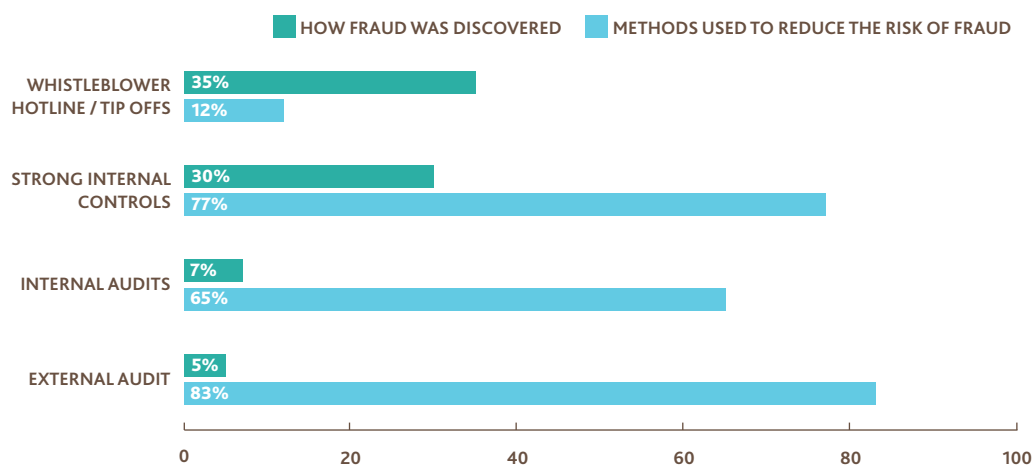
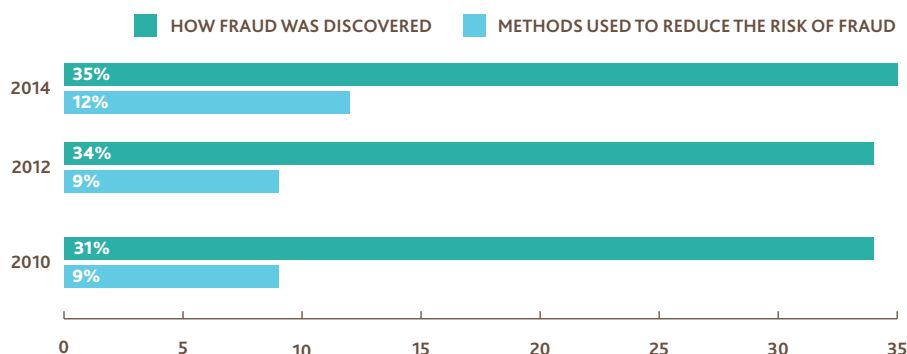


CHART 6.6: COMPARATIVE: METHODS TO REDUCE THE RISK OF FRAUD AND DISCOVER FRAUDS THAT HAVE OCCURRED**CHART 6.7: COMPARATIVE: WHISTLEBLOWER HOTLINE/TIP OFFS**

While the 2014 results indicate that tip offs (35%) were the most effective way to discover fraud, only 12% of respondents considered this a primary factor in reducing the risk of fraud. We have found this to be a consistent trend when comparing with the 2010 and 2012 results.

**CHART 6.8: COMPARATIVE: EXTERNAL AUDIT**

As seen in prior years, respondents placed a high reliance on both external and internal audits in reducing the risk of fraud occurring. Traditionally, however, external and internal audits have unearthed only a small percentage of frauds.

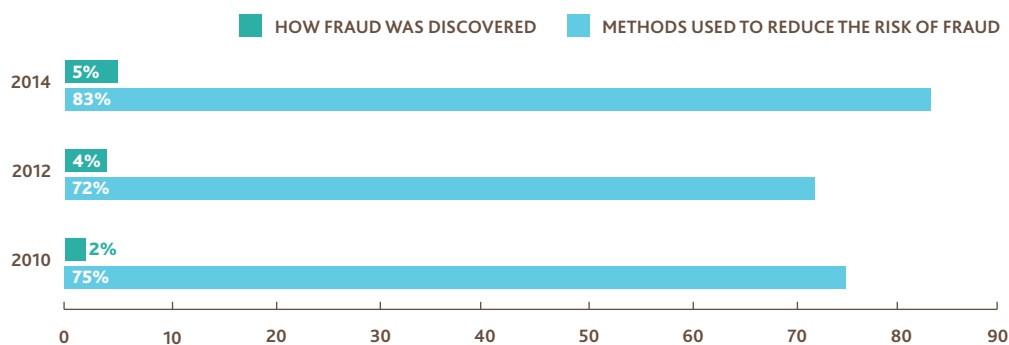


CHART 6.9: COMPARATIVE: INTERNAL AUDIT

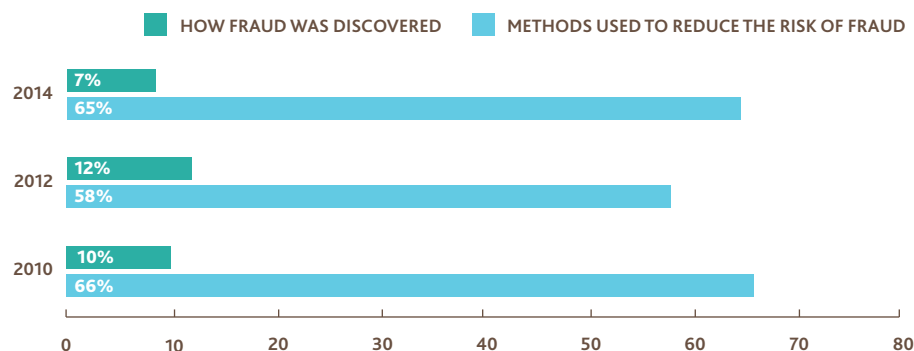


CHART 6.10: PREVENTATIVE MEASURES IMPLEMENTED BY RESPONDENTS (RESPONDENTS COULD SELECT MORE THAN ONE RESPONSE)

Not surprisingly, organisations who have suffered a fraud in the past two years had a higher implementation rate for preventative measures.

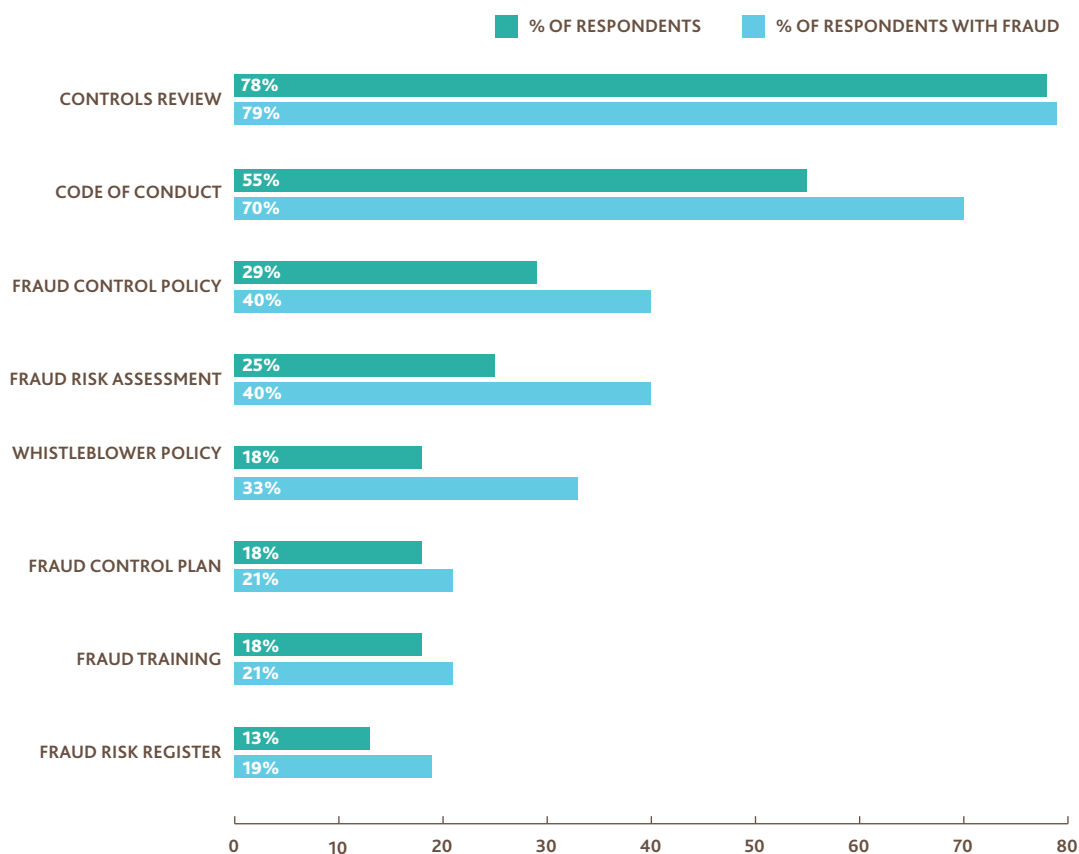


CHART 6.11: PREVENTATIVE MEASURES REVIEWED IN THE PAST TWO YEARS

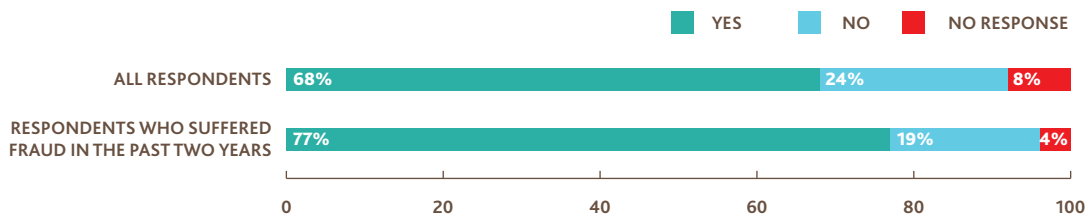
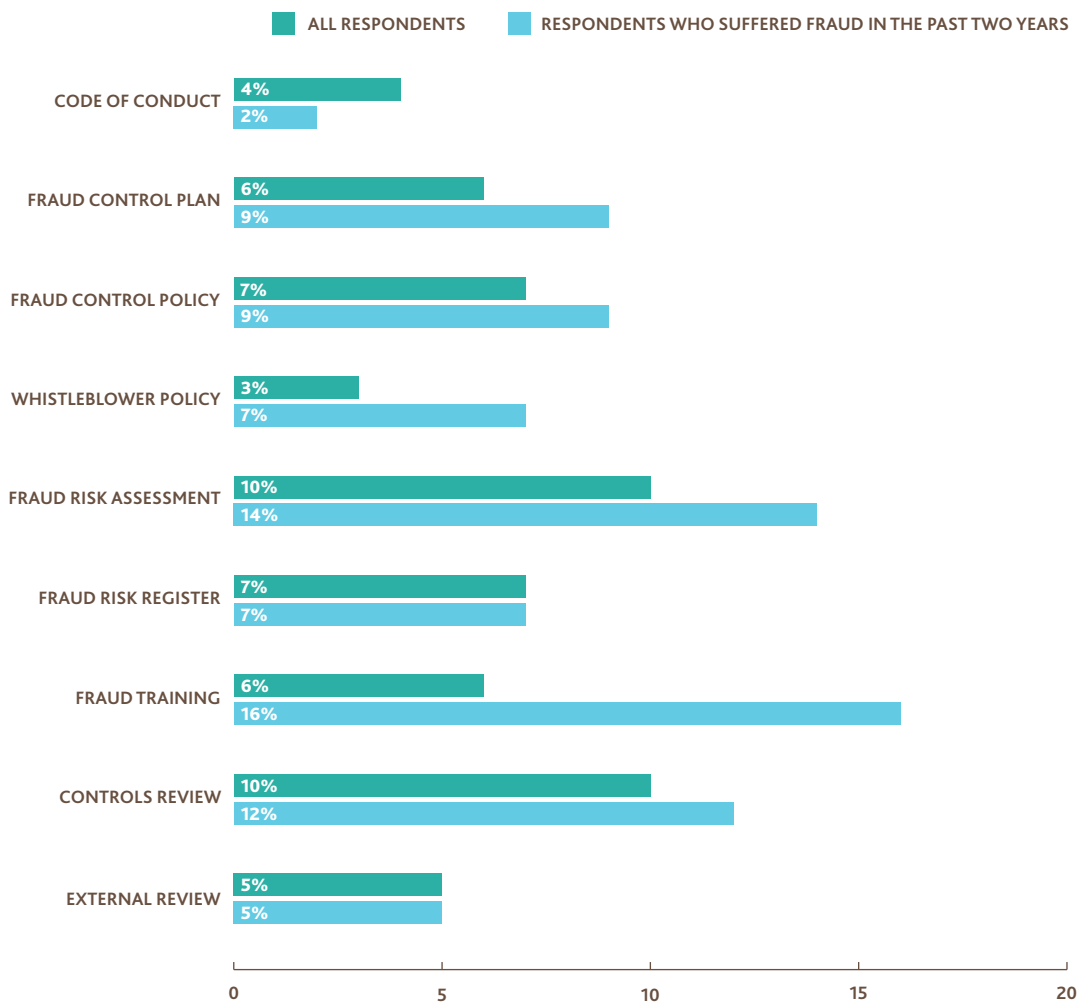


CHART 6.12: PREVENTATIVE MEASURES PLANNED FOR IMPLEMENTATION



Section 7: Long term trends

CHART 7.1: COMPARATIVE: PERCEPTION OF FRAUD IN INDIVIDUAL ORGANISATIONS

In 2014, only 28% of respondents see fraud as a problem for their organisation. This is up 20% on the previous survey, which indicates the sector is becoming increasingly aware of fraud threats and vulnerabilities and recognising how they can impact their own organisation.

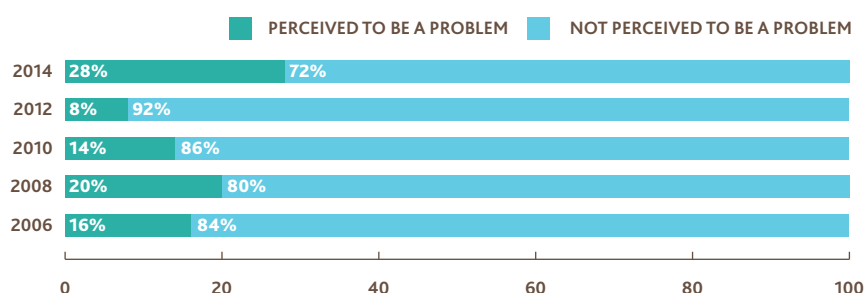


CHART 7.2: COMPARATIVE: REASON FOR PERCEPTION OF FRAUD IN ORGANISATIONS (RESPONDENTS COULD SELECT MORE THAN ONE RESPONSE)

There has been a significant increase from 59% to 82% over the past two years of organisations believing fraud is an inherent problem in any organisation.

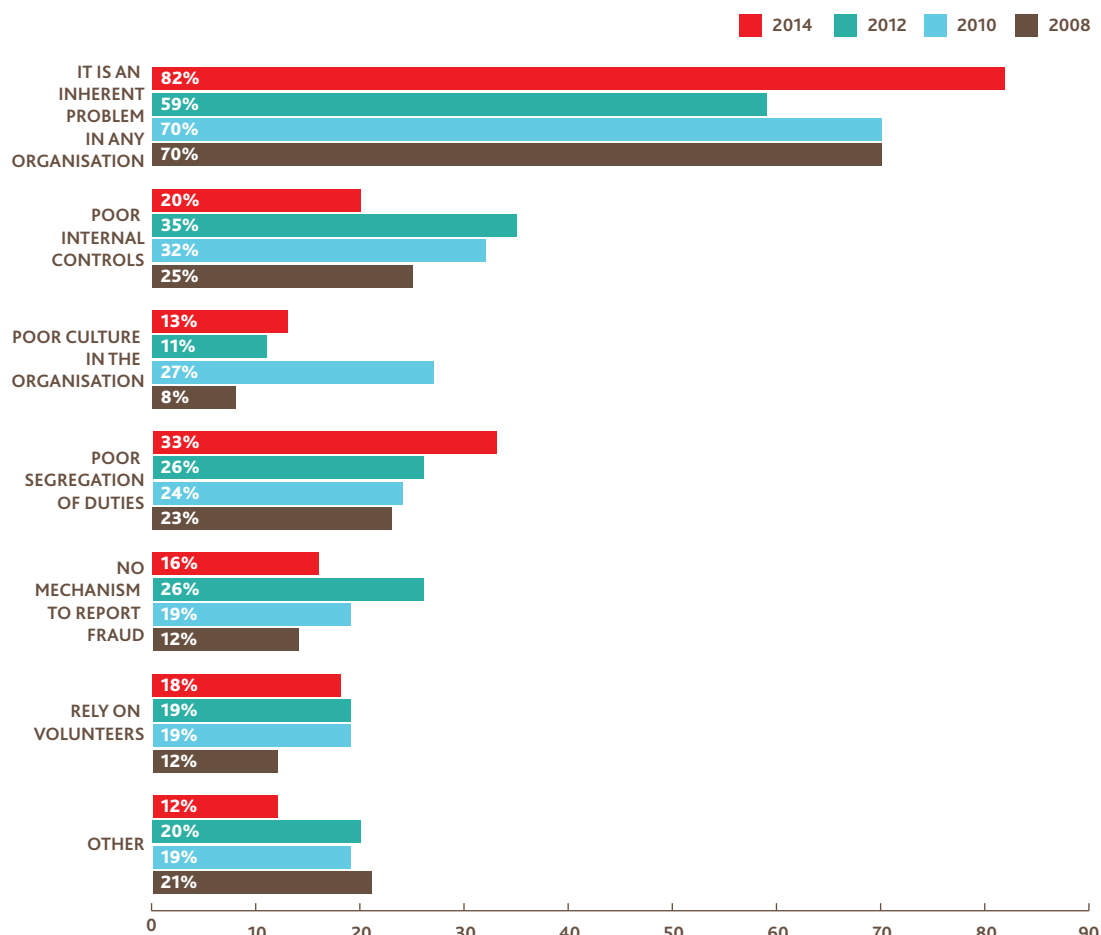


CHART 7.3: COMPARATIVE: INTERNAL CONTROLS

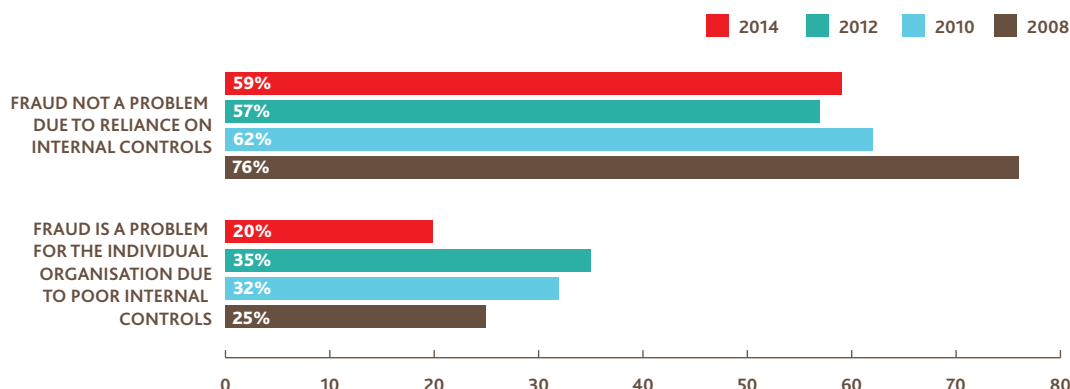


CHART 7.4: COMPARATIVE: PERCEPTION AS TO WHY FRAUD IS NOT A PROBLEM FOR ORGANISATIONS

Respondents who did not see fraud as a problem for their own organisation rely on strict internal controls, a good organisational culture, trustworthy staff, and external audits to manage their fraud risk. However, not all of these are reliable methods for preventing and detecting fraud. For example, it is important to consider that an external audit is not intended to detect fraud, but rather identify and assess the risk of material misstatement in the financial report due to fraud and obtain sufficient audit evidence about the risk. Also, while it is important to be able to trust the people you work with, personal circumstances can change – financial pressure was the most common motivation for fraud with 32% of fraud committed for this reason.

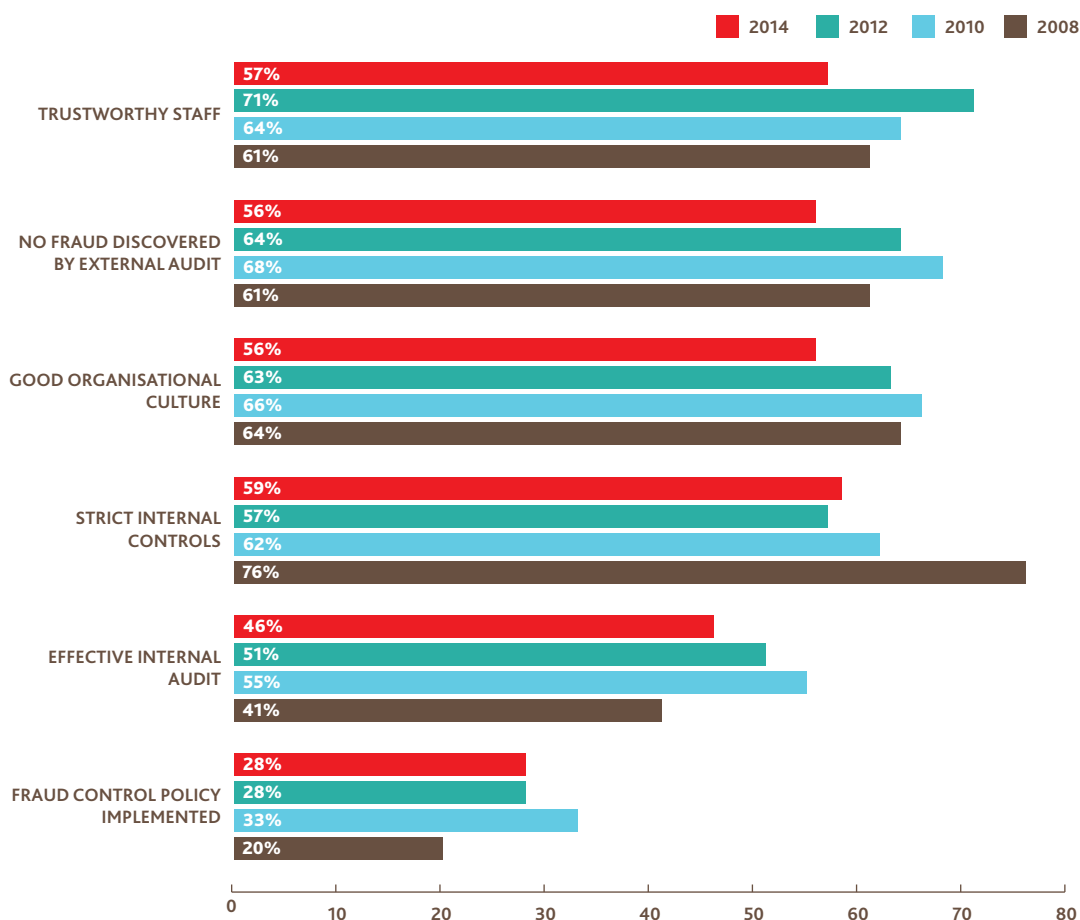
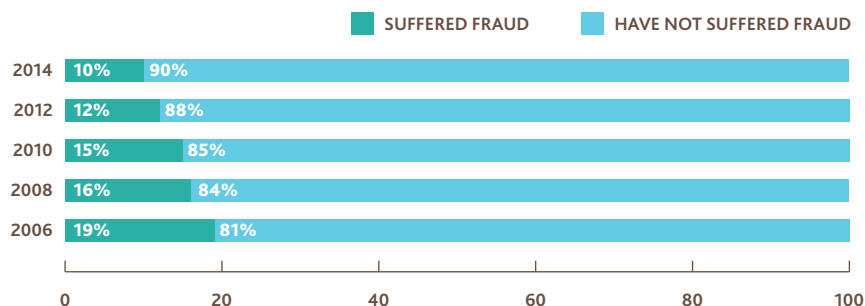


CHART 7.5: COMPARATIVE: ORGANISATIONS WHO HAVE SUFFERED FRAUD

Chart 7.5 shows a steady decline in the number of respondents who have suffered a fraud since the inception of the survey. This is a very positive result, although the sector should not become complacent. There remains a risk that the decline is due to the failure to detect fraud.

**CHART 7.6: COMPARATIVE: RESPONDENTS WHO HAVE SUFFERED FRAUD BY TURNOVER**

The frequency of the fraud increasing as the level of turnover increases has been a consistent trend since the inception of the BDO Not-For-Profit Fraud Survey.

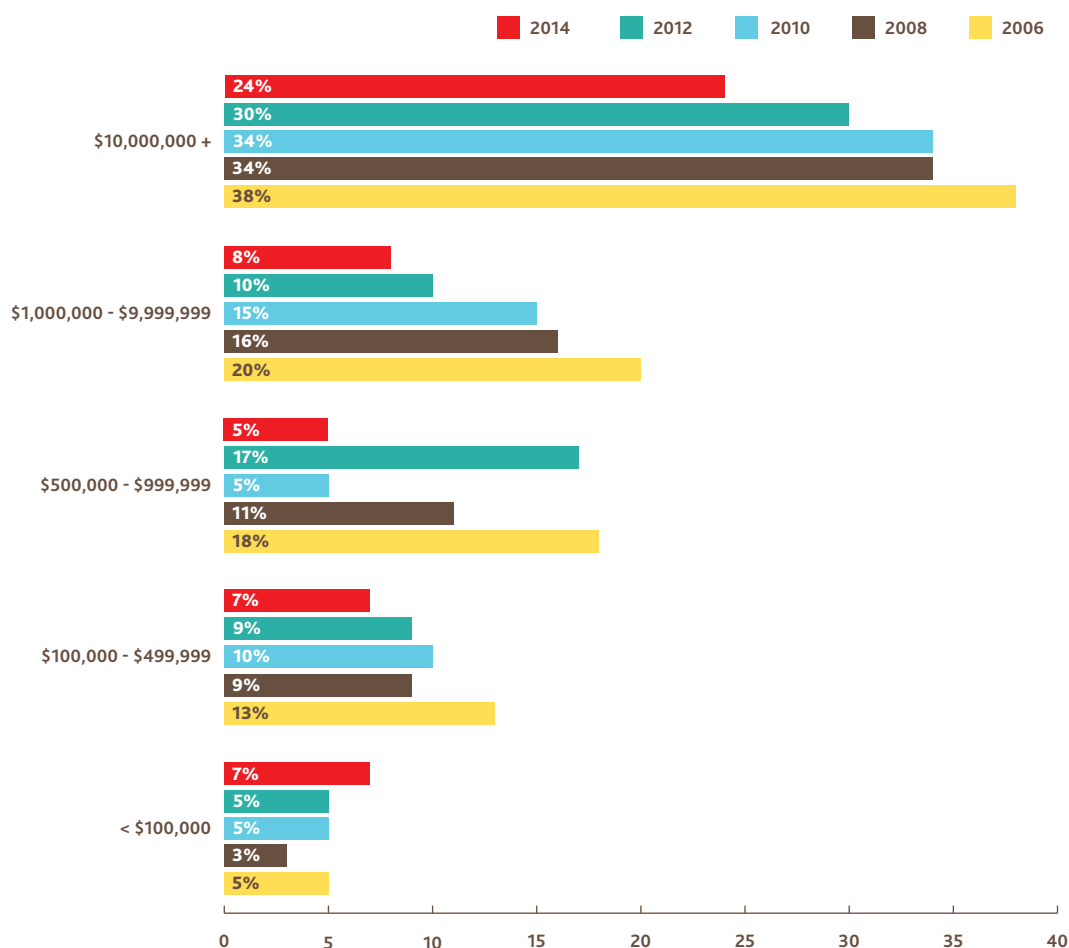
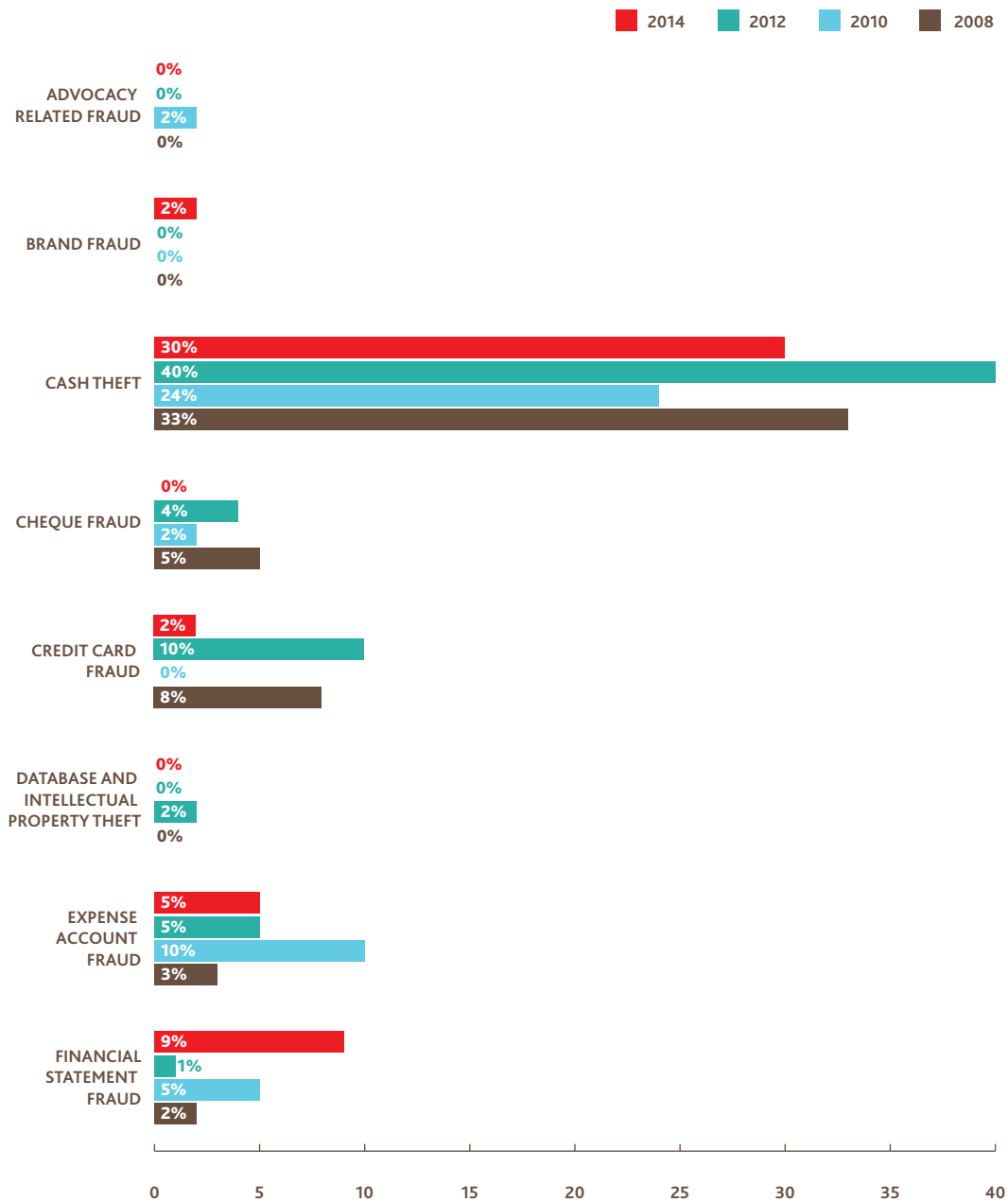


TABLE 7.1: AVERAGE FRAUD SUFFERED BY TURNOVER

AVERAGE VALUE OF FRAUD BY TURNOVER	2014	2012	2010	2008
\$10,000,000 +	\$18,282	\$11,070	\$8,462	\$31,937
\$1,000,000 – \$9,999,999	\$57,609	\$3,138	\$28,841	\$11,364
\$500,000 – \$999,999	\$0	\$13,107	\$5,150	\$10,604
\$100,000 – \$499,999	\$5,930	\$4,781	\$12,050	\$4,649
< \$100,000	\$3,930	\$6,829	\$10,000	\$6,000
AVERAGE VALUE OF FRAUDS	\$22,904	\$8,838	\$14,291	\$14,422

CHART 7.7: COMPARATIVE: TYPES OF FRAUD REPORTED

Since 2008, cash theft has been reported as the most common type of fraud suffered by survey respondents.



CONTINUED CHART 7.7: COMPARATIVE: TYPES OF FRAUD REPORTED

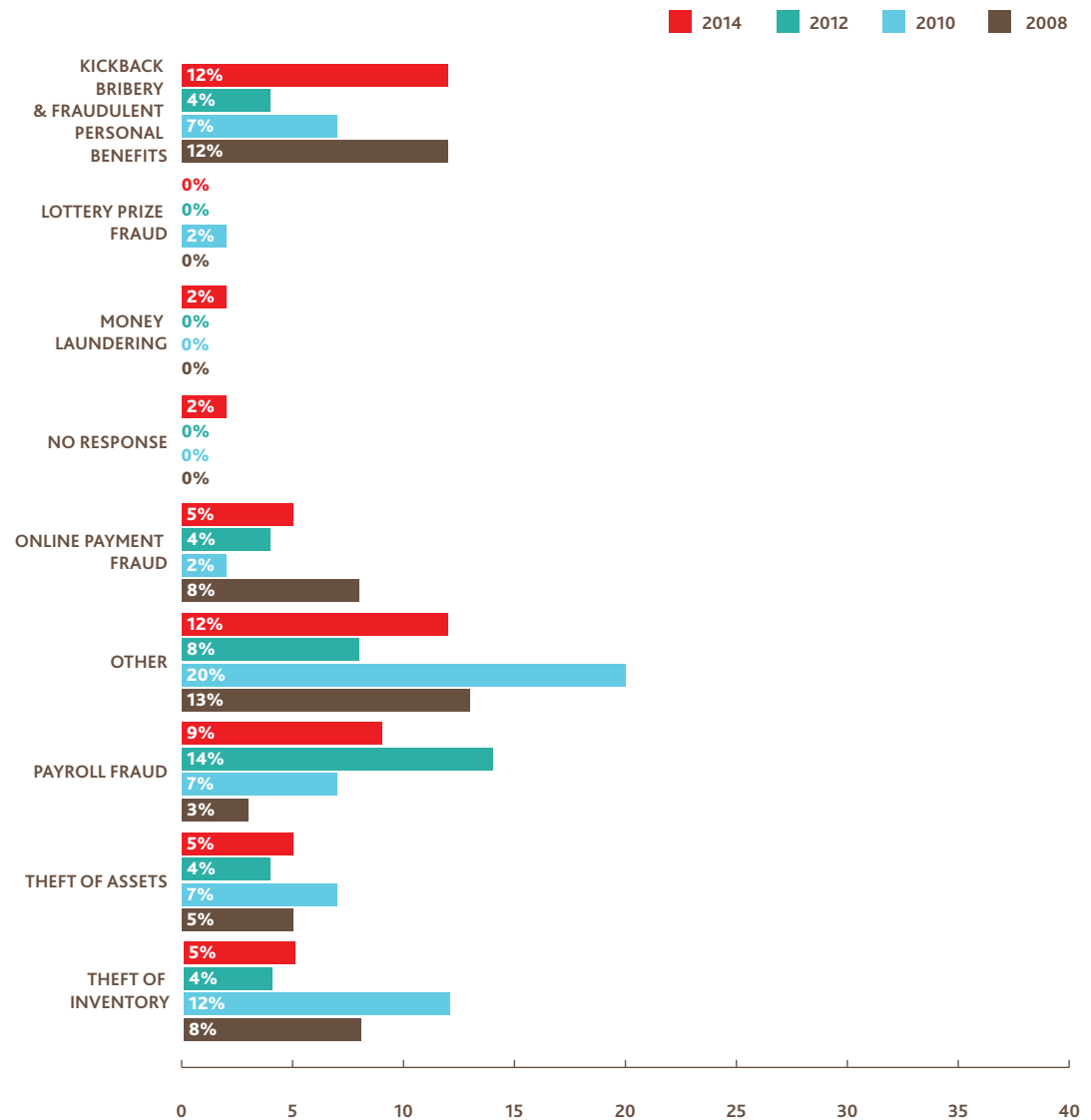


CHART 7.8: COMPARATIVE: POSITION OF PERPETRATOR

Since 2006, employees in non-accounting roles have continued to be the highest percentage of perpetrators. Unfortunately, this year we have seen an increase in volunteer positions from 7% in 2012 to 16% in 2014.

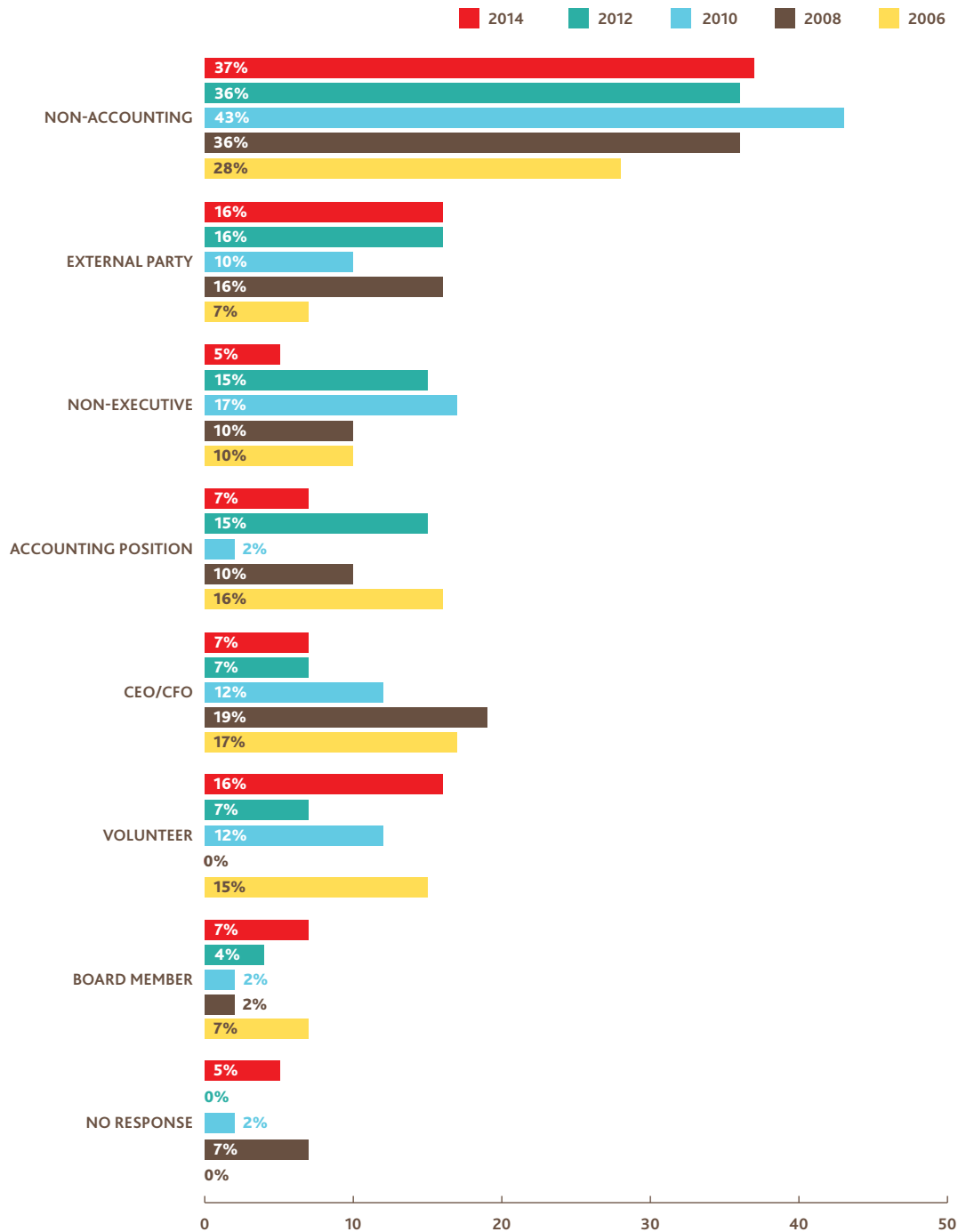
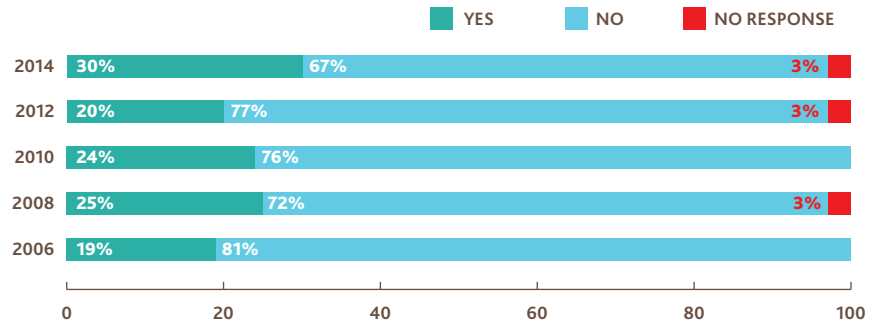


CHART 7.9: COMPARATIVE: WAS COLLUSION INVOLVED?

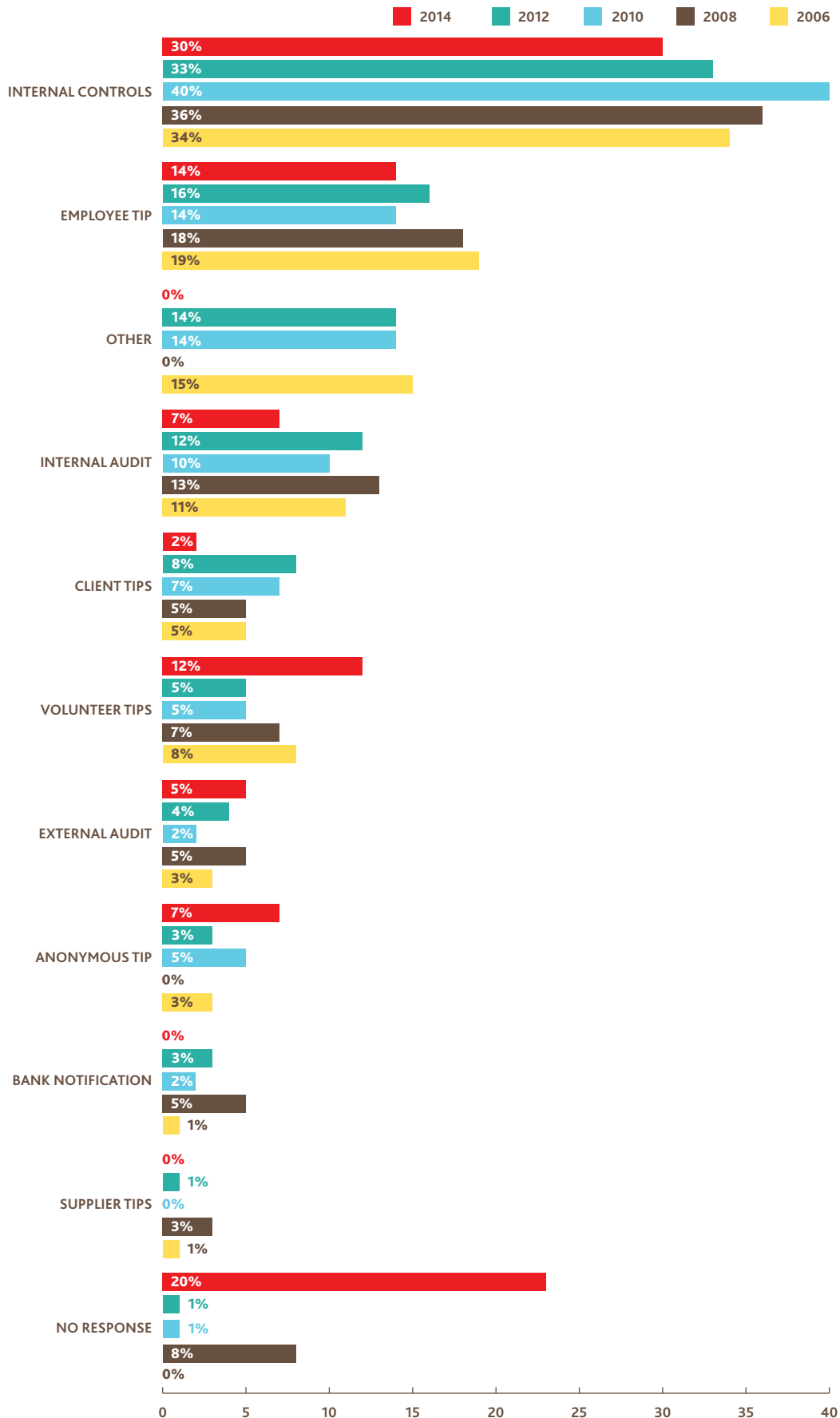
For each biennial survey, respondents were asked to describe their largest fraud, and of these frauds, collusion has been present in between 19% and 30% of fraud cases reported.



Interestingly – or more concerning – collusion was present in 30% of the largest fraud cases, with a board member involved in 31% of those cases.

CHART 7.10: COMPARATIVE: HOW WAS THE FRAUD DISCOVERED?

Internal controls and tip offs consistently rank as the most successful ways of discovering fraud. The results again highlight the importance of implementing effective internal controls and whistleblower facilities.





The results again highlight the importance of implementing effective internal controls and whistleblower facilities.

APPENDIX B

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APPENDIX C

Classifications

International classification of not-for-profit organisations:

Detailed table¹

Group 1 – Culture and recreation

1 100 Culture and arts

Media and communications. Production and dissemination of information and communication; includes radio and TV stations, publishing of books, journals, newspapers and newsletters, film production, and libraries.

Visual arts, architecture, ceramic art. Production, dissemination and display of visual arts and architecture; includes sculpture, photographic societies, painting, drawing, design centres and architectural associations.

Performing arts. Performing arts centres, companies and associations; includes theatre, dance, ballet, opera, orchestras, chorals and music ensembles.

Historical, literary and humanistic societies. Promotion and appreciation of the humanities, preservation of historical and cultural artefacts and commemoration of historical events; includes historical societies, poetry and literary societies, language associations, reading promotion, war memorials and commemorative funds, and associations.

Museums. General and specialised museums covering art, history, sciences, technology, and culture.

Zoos and aquariums.

1 200 Sports

Provision of amateur sport, training, physical fitness and sport competition services and events; includes fitness and wellness centres.

1 300 Other recreation and social clubs

Recreation and social clubs. Provision of recreational facilities and services to individuals and communities; includes playground associations, country clubs, men's and women's clubs, touring clubs, and leisure clubs.

Service clubs. Membership organisations providing services to members and local communities, for example, Lions, Zonta International, Rotary Club, and Kiwanis.

Group 2 – Education and research

2 100 Primary and secondary education

Elementary, primary and secondary education. Education at elementary, primary and secondary levels; includes pre-school organisations other than day care.

2 200 Higher education

Higher education. Higher learning, providing academic degrees; includes universities, business management schools, law schools, and medical schools.

1. Adapted from Lester Salamon, Helmut Anheier, Regina List, Stefan Toepler, S. Wojciech Sokolowski and associates, Global Civil Society: Dimensions of the Non-profit Sector. (Baltimore: Johns Hopkins Center for Civil Society Studies, 1999).

2 300 Other education

Vocational/technical schools. Technical and vocational training specifically geared towards gaining employment; includes trade schools, paralegal training, and secretarial schools.

Adult/continuing education. Institutions engaged in providing education and training in addition to the formal education system; includes schools of continuing studies, correspondence schools, night schools, and sponsored literacy and reading programmes.

2 400 Research

Medical research. Research in the medical field; includes research on specific diseases, disorders or medical disciplines.

Science and technology. Research in the physical and life sciences and engineering and technology.

Social sciences, policy studies. Research and analysis in the social sciences and policy area.

Group 3 – Health

3 100 Hospitals and rehabilitation

Hospitals. Primarily inpatient medical care and treatment.

Rehabilitation. Inpatient health care and rehabilitative therapy to individuals suffering from physical impairments due to injury, genetic defect or disease and requiring extensive physiotherapy or similar forms of care.

3 200 Nursing homes

Nursing homes. Inpatient convalescent care and residential care, as well as primary health-care services; includes homes for the frail, elderly, and nursing homes for the severely handicapped.

3 300 Mental health and crisis intervention

Psychiatric hospitals. Inpatient care and treatment for the mentally ill.

Mental health treatment. Outpatient treatment for mentally ill patients; includes community mental health centres and halfway homes.

Crisis intervention. Outpatient services for counsel in acute mental health situations; includes suicide prevention and support to victims of assault and abuse.

3 400 Other health services

Public health and wellness education. Public health promotion and health education; includes sanitation screening for potential health hazards, first aid training and services, and family planning services.

Health treatment, primarily outpatient. Organisations that provide primarily outpatient health services, e.g. health clinics and vaccination centres.

Rehabilitative medical services. Outpatient therapeutic care; includes nature cure centres, yoga clinics, and physical therapy centres.

Emergency medical services. Services to persons in need of immediate care; includes ambulatory services and paramedical emergency care, shock/trauma programmes, lifeline, and ambulance services.

Group 4 – Social Services

4 100 Social services

Child welfare, child services and day care. Services to children, adoption services, child development centres, foster care; includes infant-care centres and nurseries.

Youth services and youth welfare. Services to youth; includes delinquency prevention services, teen pregnancy prevention, drop-out prevention, youth centres and clubs and job programmes for youth; includes YMCA, YWCA, Boy Scouts, Girl Scouts, and Big Brothers/ Big Sisters.

Family services. Services to families; includes family life/parent education, single parent agencies and services, and family violence shelters and services.

Services for people with disabilities. Services for people with disabilities; includes homes, other than nursing homes, transport facilities, recreation, and other specialised services.

Services for the elderly. Organisations providing geriatric care; includes in-home services, homemaker services, transport facilities, recreation, meal programmes, and other services geared towards senior citizens (does not include residential nursing homes).

Self-help and other personal social services. Programmes and services for self-help and personal development; includes support groups, personal counselling, and credit counselling/money management services.

4 200 Emergency and relief

Disaster/emergency prevention and control. Organisations that work to prevent, predict, control and alleviate the effects of disasters, to educate or otherwise prepare individuals to cope with the effects of disasters, or to provide relief to disaster victims; includes volunteer fire departments, life boat services, etc.

Temporary shelters. Organisations providing temporary shelters to the homeless; includes travellers aid and temporary housing.

Refugee assistance. Organisations providing food, clothing, shelter and services to refugees and immigrants

4 300 Income support and maintenance

Income support and maintenance. Organisations providing cash assistance and other forms of direct services to persons unable to maintain a livelihood.

Material assistance. Organisations providing food, clothing, transport, and other forms of assistance; includes food banks and clothing distribution centres.

Group 5 – Environment

5 100 Environment

Pollution abatement and control. Organisations that promote clean air, clean water, reducing and preventing noise pollution, radiation control, treatment of hazardous wastes and toxic substances, and solid waste management and recycling programmes.

Natural resources conservation and protection. Conservation and preservation of natural resources, including land, water, energy, and plant resources for the general use and enjoyment of the public.

Environmental beautification and open spaces. Botanical gardens, arboreta, horticultural programmes and landscape services; organisations promoting anti-litter campaigns; programmes to preserve the parks, green spaces and open spaces, in urban or rural areas; as well as city and highway beautification programmes.

5 200 Animal protection

Animal protection and welfare. Animal protection and welfare services; includes animal shelters and humane societies.

Wildlife preservation and protection. Wildlife preservation and protection; includes sanctuaries and refuges.

Veterinary services. Animal hospitals and services providing care to farm and household animals and pets.

Group 6 – Development and housing

6 100 Economic, social and community development

Community and neighbourhood organisations. Organisations working towards improving the quality of life within communities or neighbourhoods, e.g. squatters' associations, local development organisations, and poor people's cooperatives.

Economic development. Programmes and services to improve economic infrastructure and capacity; includes building and infrastructure, such as roads, and financial services, such as credit and savings associations, entrepreneurial programmes, technical and managerial consulting, and rural development assistance.

Social development. Organisations working towards improving the institutional infrastructure and capacity to alleviate social problems and to improve general public well-being.

6 200 Housing

Housing associations. Development, construction, management, leasing, financing, and rehabilitation of housing.

Housing assistance. Organisations providing housing search, legal services, and related assistance.

6 300 Employment and training

Job training programmes. Organisations providing and supporting apprenticeships, internships, on-the-job training, and other training programmes.

Vocational counselling and guidance. Vocational training and guidance, career counselling, testing, and related services.

Vocational rehabilitation and sheltered workshops.

Organisations that promote self-sufficiency and income generation through job training and employment.

Group 7 – Law, advocacy and politics

7 100 Civic and advocacy organisations

Advocacy organisations. Organisations that protect the rights and promote the interests of specific groups of people, e.g. the physically handicapped, the elderly, children, and women.

Civil rights associations. Organisations that work to protect or preserve individual civil liberties and human rights.

Ethnic associations. Organisations that promote the interests of or provide services to members belonging to a specific ethnic heritage.

Civic associations. Programmes and services to encourage and spread civic mindedness.

7 200 Law and legal services

Legal services. Legal services, advice and assistance in dispute resolution and court-related matters.

Crime prevention and public policy. Crime prevention to promote safety and precautionary measures among citizens.

Rehabilitation of offenders. Programmes and services to reintegrate offenders; includes halfway houses, probation and parole programmes, and prison alternatives.

Victim support. Services, counsel, and advice to victims of crime.

Consumer protection associations. Protection of consumer rights and the improvement of product control and quality.

7 300 Political organisations

Political parties and organisations. Activities and services to support the placing of particular candidates into political office; includes dissemination of information, public relations, and political fund-raising.

Group 8 – Philanthropic intermediaries and voluntarism promotion

8 100 Grant-making foundations

Grant-making foundations. Private foundations, including corporate foundations, community foundations, and independent public-law foundations.

8 200 Other philanthropic intermediaries and voluntarism promotion

Volunteerism promotion and support. Organisations that recruit, train, and place volunteers and promote volunteering.

Fund-raising organisations. Federated, collective fund-raising organisations; includes lotteries.

Group 9 – International

9 100 International activities

Exchange/friendship/cultural programmes. Programmes and services designed to encourage mutual respect and friendship internationally.

Development assistance associations. Programmes and projects that promote social and economic development abroad.

International disaster and relief organisations. Organisations that collect, channel and provide aid to other countries during times of disaster or emergency.

International human rights and peace organisations. Organisations which promote and monitor human rights and peace internationally.

Group 10 – Religion

10 100 Religious congregations and associations

Congregations. Churches, synagogues, temples, mosques, shrines, monasteries, seminaries, and similar organisations promoting religious beliefs and administering religious services and rituals.

Associations of congregations. Associations and auxiliaries of religious congregations and organisations supporting and promoting religious beliefs, services and rituals.

Group 11 – Business and professional associations, unions

11 100 Business associations

Business associations. Organisations that work to promote, regulate, and safeguard the interests of special branches of business, e.g. manufacturers' association, farmers' association, and bankers' association.

11 200 Professional associations

Professional associations. Organisations promoting, regulating and protecting professional interests, e.g. bar associations and medical associations.

11 300 Labour unions

Labour unions. Organisations that promote, protect, and regulate the rights and interests of employees.

Group 12 – (Not elsewhere classified)

12 100 Not elsewhere classified

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BDO AUSTRALIA

NOT-FOR-PROFIT

CHRIS SKELTON

National Leader, Not-For-Profit
Tel: +61 7 3237 5999
chris.skelton@bdo.com.au

MICHAEL HAYDON

Partner, Adelaide
Tel: +61 8 7324 6052
michael.haydon@bdo.com.au

GREG MITCHELL

Partner, Cairns
Tel: +61 7 4046 0044
greg.mitchell@bdo.com.au

MAL SCIACCA

Partner, Darwin
Tel: +61 8 8981 7066
mal.sciacca@bdo.com.au

CRAIG STEPHENS

Partner, Hobart
Tel: +61 3 6234 2499
craig.stephens@bdo.com.au

RICHARD DEAN

Partner, Melbourne
Tel: +61 3 9603 1872
richard.dean@bdo.com.au

CHRIS BURTON

Partner, Perth
Tel: +61 8 6382 4672
chris.burton@bdo.com.au

PAUL BULL

Partner, Sydney
Tel: +61 2 9240 9978
paul.bull@bdo.com.au

FORENSIC SERVICES

DAVID FERRIER

National Leader, Forensic Services
Tel: +61 3 9603 1830
david.ferrier@bdo.com.au

MARITA CORBETT

Partner, Brisbane
Tel: +61 7 3237 5999
marita.corbett@bdo.com.au

MAT HANNAN

Partner, Adelaide
Tel: +61 8 7421 1431
mat.hannan@bdo.com.au

MICHAEL DELANEY

Partner, Cairns
Tel: +61 7 4046 0035
michael.delaney@bdo.com.au

ROSS BYRNE

Partner, Hobart
Tel: +61 3 6234 2499
ross.byrne@bdo.com.au

SEAN PASCOE

Partner, Sydney
Tel: +61 2 8221 2225
sean.pascoe@bdo.com.au

MICHAEL CASSIDY

Associate Director, Perth
Tel: +61 8 6382 4761
michael.cassidy@bdo.com.au

RISK ADVISORY

MARITA CORBETT

National Leader, Risk Advisory
Tel: +61 7 3237 5999
marita.corbett@bdo.com.au

KYFFIN THOMPSON

Partner, Adelaide
Tel: +61 8 7421 1423
kyffin.thompson@bdo.com.au

TIMOTHY CRONIN

Partner, Brisbane
Tel: +61 7 3237 5957
timothy.cronin@bdo.com.au

ROSS BYRNE

Partner, Hobart
Tel: +61 3 6234 2499
ross.byrne@bdo.com.au

TOM FAZIO

Partner, Melbourne
Tel: +61 3 9603 1761
tom.fazio@bdo.com.au

SEAN PASCOE

Partner, Sydney
Tel: +61 2 8221 2225
sean.pascoe@bdo.com.au

JAMES MANNING

Associate Director, Perth
Tel: +61 8 6382 4690
james.manning@bdo.com.au

BDO NEW ZEALAND

AUCKLAND

ANDREW SLOMAN

Partner

Tel: +64 9 366 8115

andrew.sloman@bdo.co.nz

CHRISTCHURCH

MARK PETERSON

Associate

Tel: +64 3 943 6092

mark.peterson@bdo.co.nz

GISBORNE

IAN PARKER

Tel: +64 6 869 1400

ian.parker@bdo.co.nz

HAMILTON

BERNARD LAMUSSE

Partner

Tel: +64 7 839 2106

bernard.lamusse@bdo.co.nz

INVERCARGILL

GREG THOMAS

Partner

Tel: +64 3 218 2959

greg.thomas@bdo.co.nz

KERIKERI

MAHMOOD KHAN

Partner

Tel: +64 9 407 7250

mahmood.khan@bdo.co.nz

NAPIER

GLENN FAN-ROBERTSON

Partner

Tel: +64 6 835 3364

glenn.fan-robertson@bdo.co.nz

NEW PLYMOUTH

DIANNE ROBERTS

Partner

Tel: +64 6 759 9034

dianne.roberts@bdo.co.nz

PALMERSTON NORTH

ROSS HADWIN

Partner

Tel: +64 6 358 4163

ross.hadwin@bdo.co.nz

ROTORUA

JUDITH STANWAY

Partner

Tel: +64 7 347 9087

judith.stanway@bdo.co.nz

TAURANGA

FRASER LELLMAN

Managing Director

Tel: +64 7 578 5095

fraser.lellman@bdo.co.nz

WELLINGTON

MARK BEWLEY

Partner

Tel: +64 4 498 3860

mark.bewley@bdo.co.nz

AUSTRALIA

1300 138 991

www.bdo.com.au

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