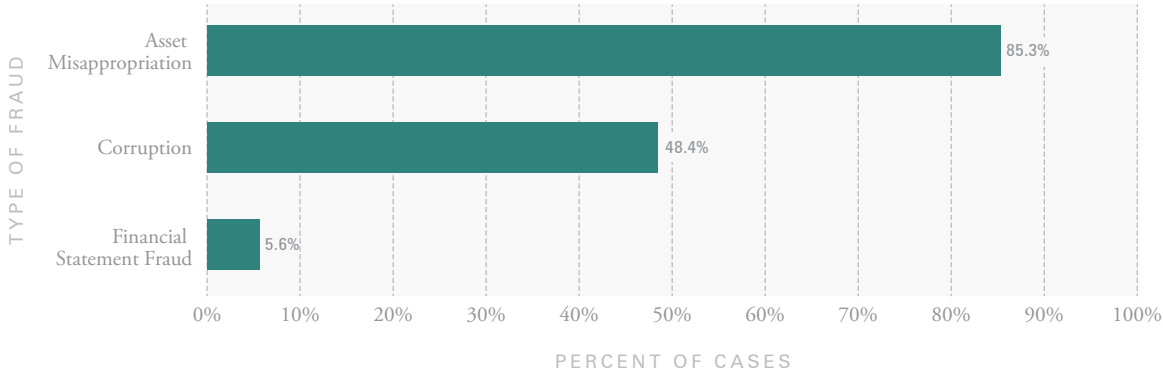


Figure 1: Breakdown of Cases by Country

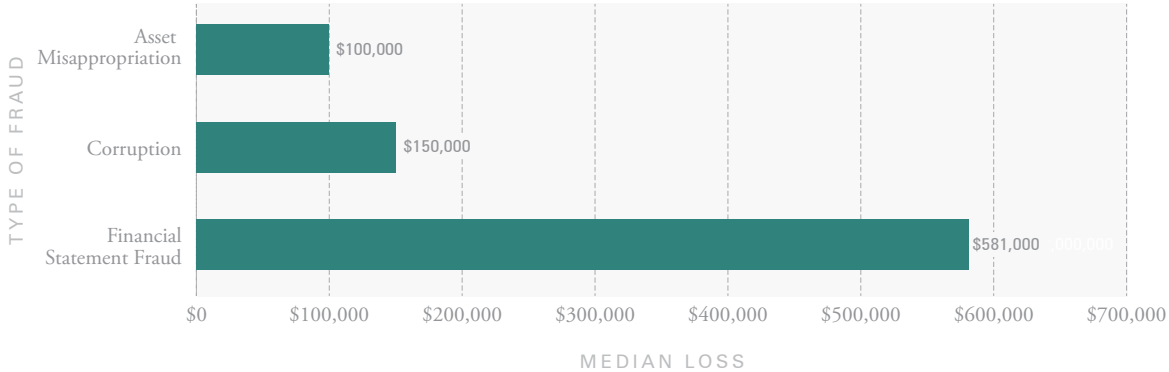
Country	Number of Cases
Angola	4
Botswana	2
Cameroon	2
Congo, Democratic Republic of the	4
Cote d'Ivoire (Ivory Coast)	2
Gabon	1
Gambia	1
Ghana	11
Kenya	41
Lesotho	1
Liberia	5
Malawi	3
Mali	1
Mauritania	2
Mauritius	4
Namibia	1
Nigeria	70
Senegal	3
Sierra Leone	1
Somalia	1
South Africa	87
South Sudan	1
Sudan	1
Swaziland	1
Tanzania	8
Uganda	11
Zambia	7
Zimbabwe	9

Figure 2: Occupational Frauds by Category—Frequency



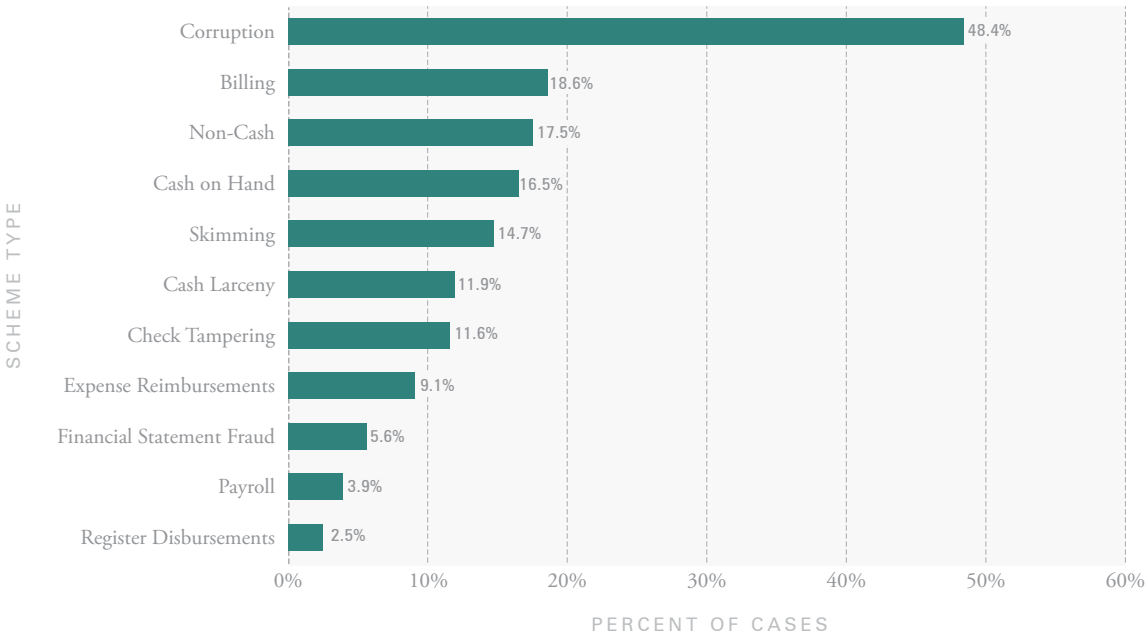
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Figure 3: Occupational Frauds by Category—Median Loss



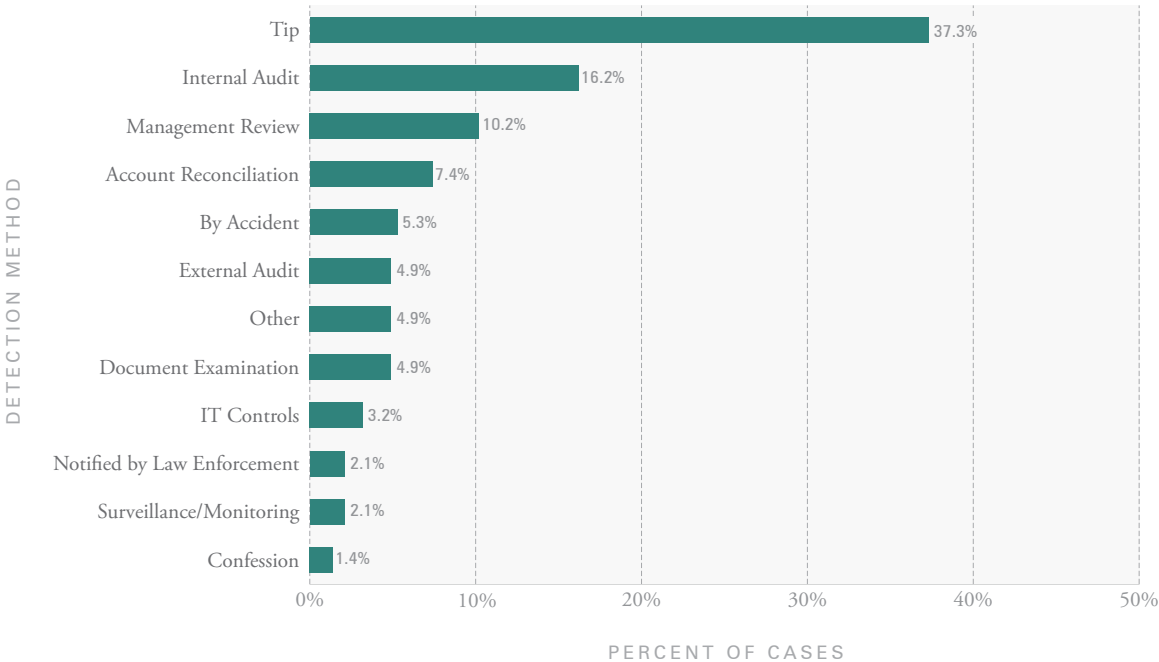
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Figure 4: Frequency of Fraud Schemes



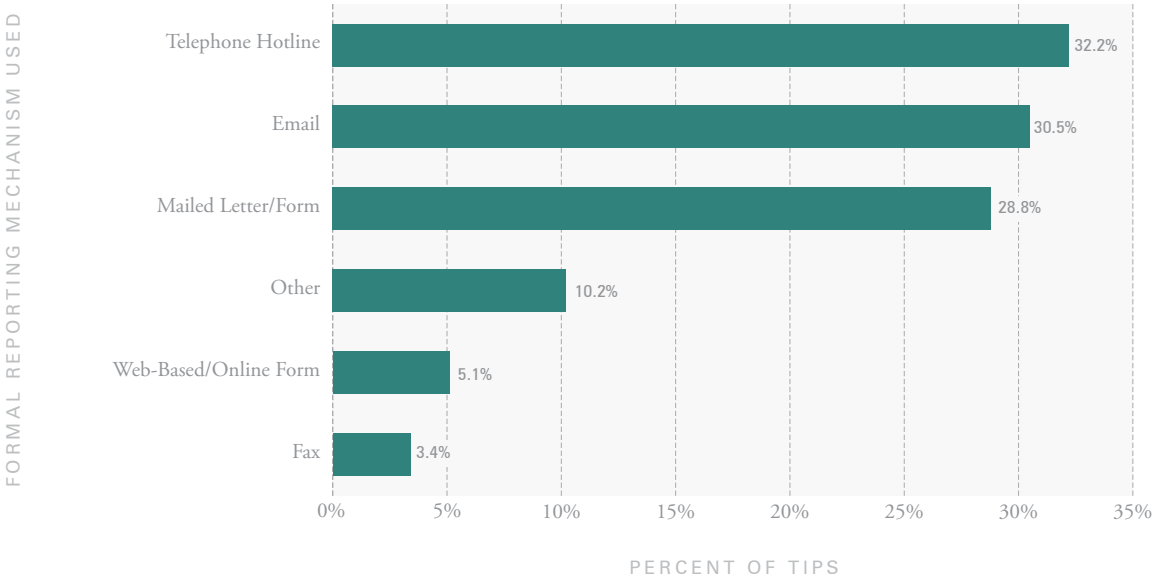
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Figure 5: Initial Detection of Occupational Frauds



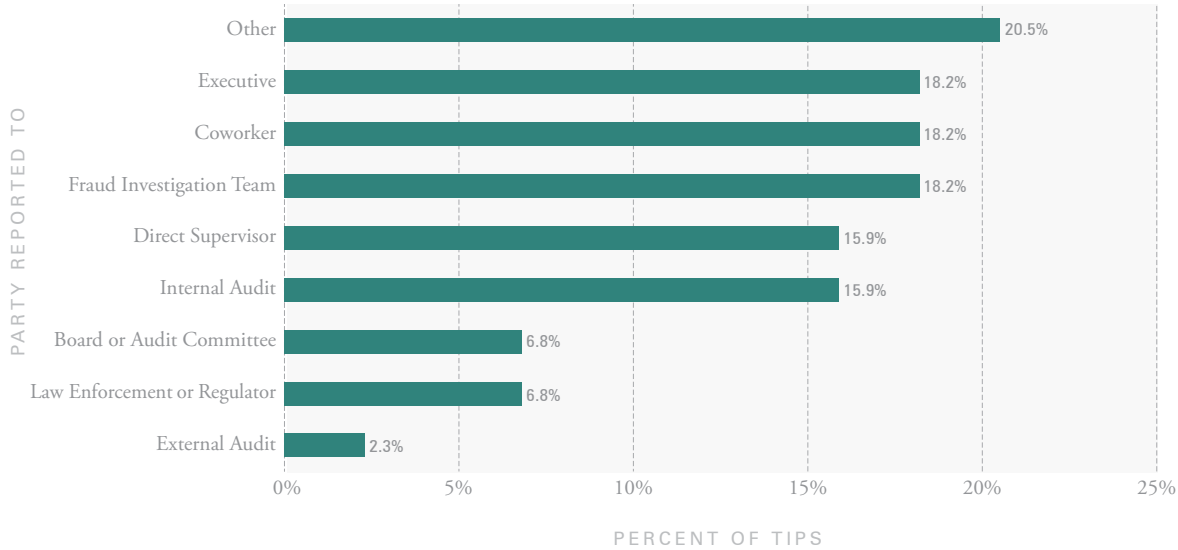
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Figure 6: Formal Reporting Mechanism Used by Whistleblower



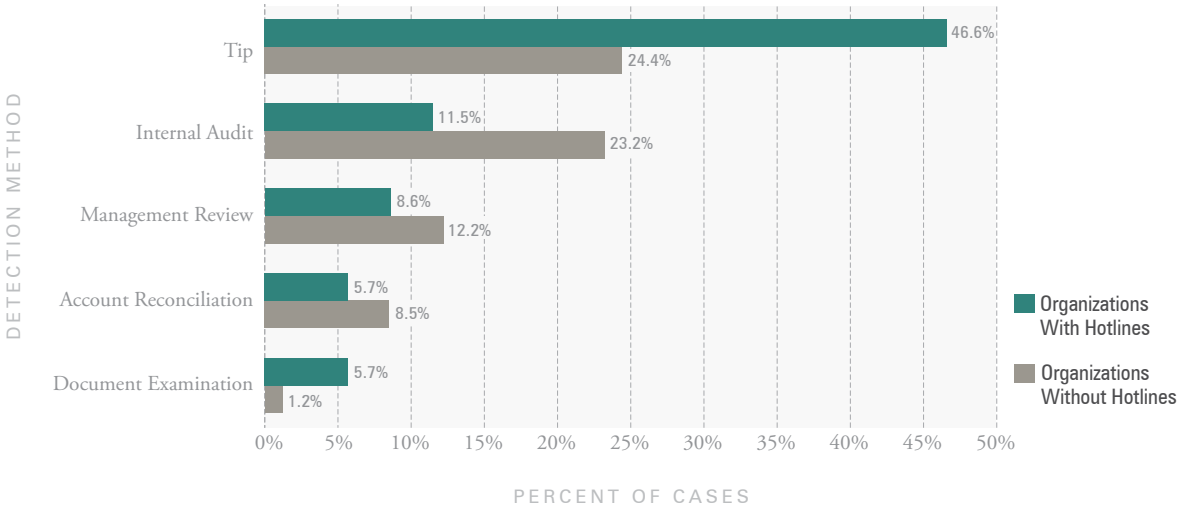
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Figure 7: Party to Whom Whistleblower Initially Reported



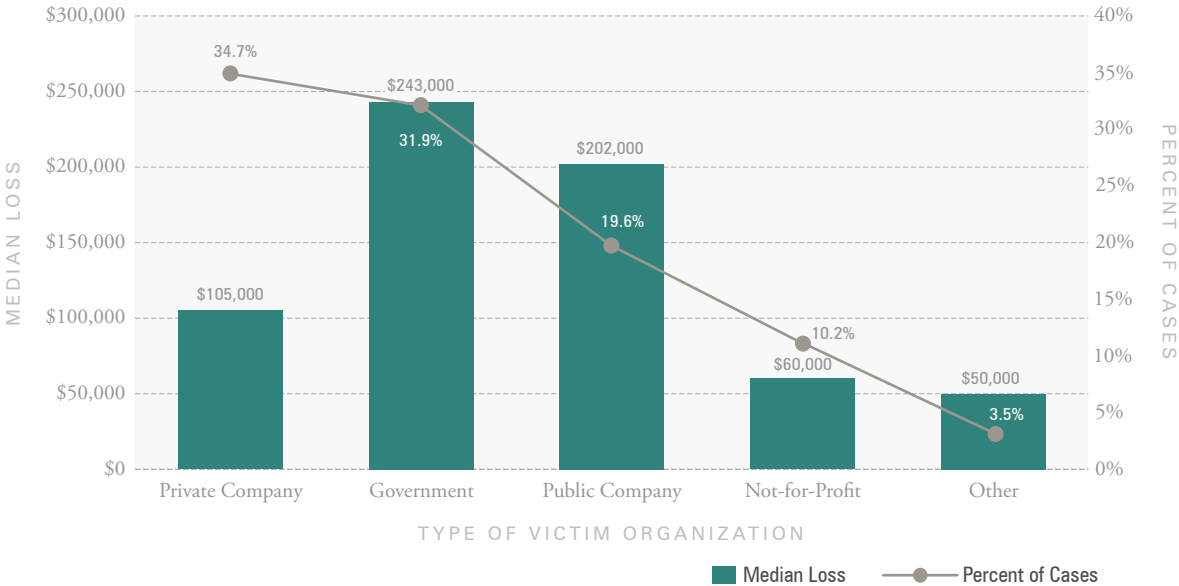
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Figure 8: Impact of Hotlines on the Top Five Detection Methods



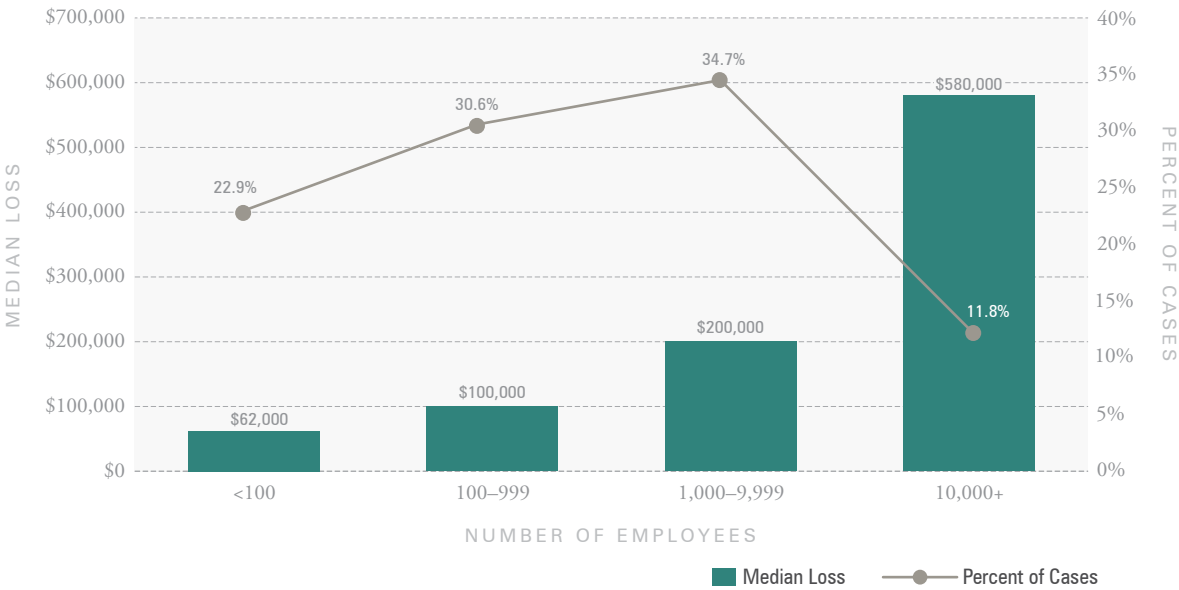
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Figure 9: Type of Victim Organization—Frequency and Median Loss



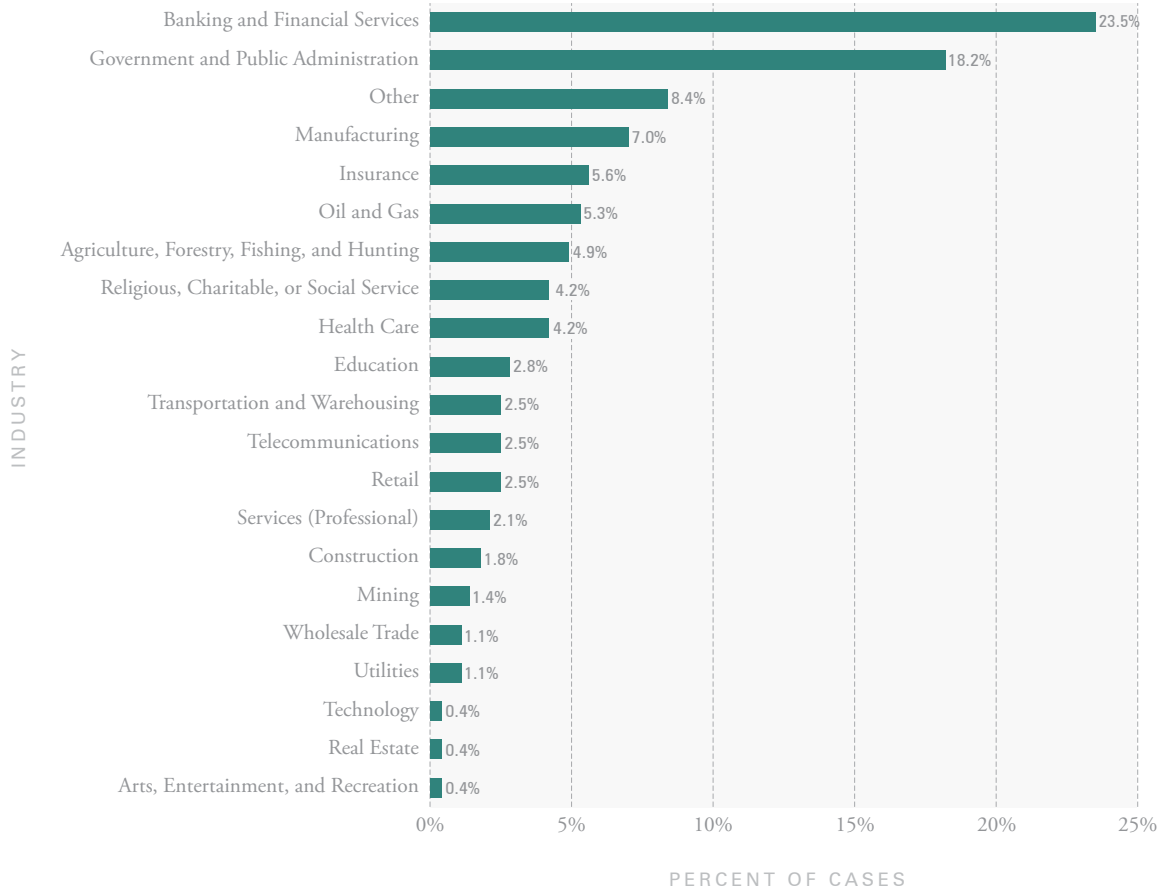
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Figure 10: Size of Victim Organization—Frequency and Median Loss



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Figure 11: Industry of Victim Organization

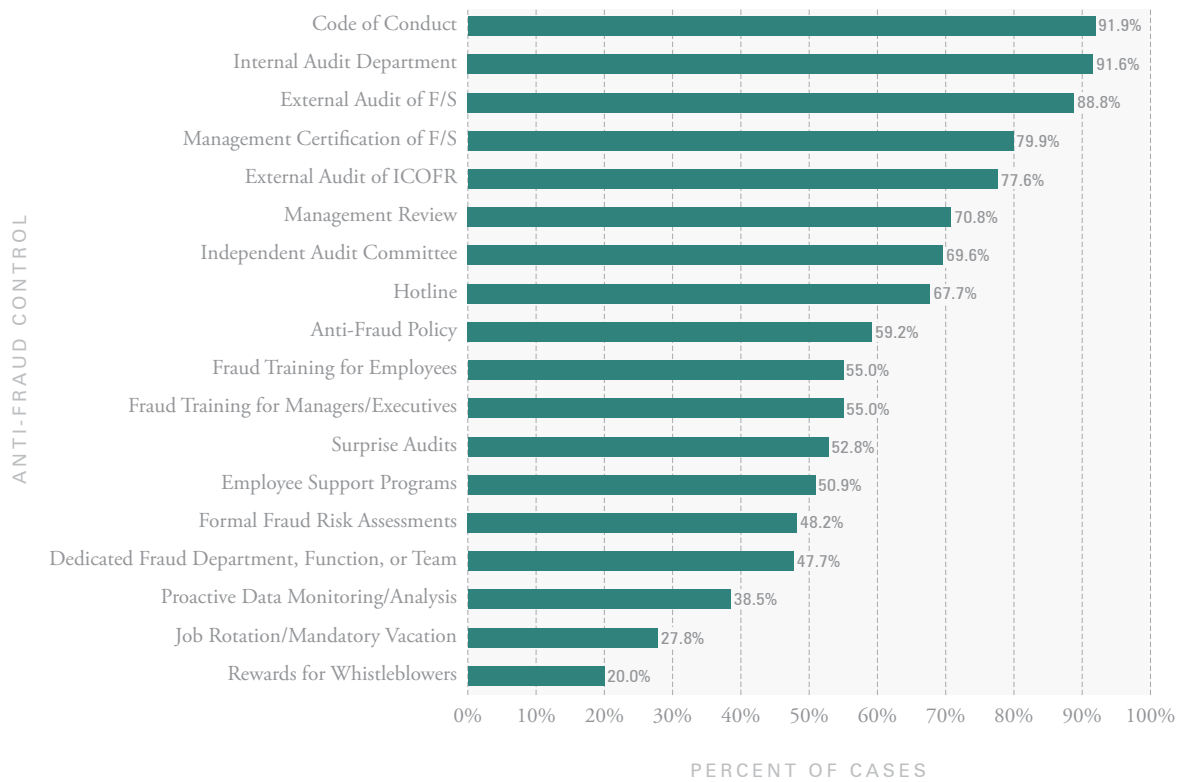


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Figure 12: Industry of Victim Organization (Sorted by Median Loss)

Industry	Number of Cases	Percent of Cases	Median Loss
Oil and Gas	15	5.3%	\$600,000
Agriculture, Forestry, Fishing and Hunting	14	4.9%	\$322,000
Health Care	12	4.2%	\$255,000
Government and Public Administration	52	18.2%	\$253,000
Manufacturing	20	7.0%	\$250,000
Insurance	16	5.6%	\$145,000
Banking and Financial Services	67	23.5%	\$56,000
Religious, Charitable, or Social Service	12	4.2%	\$54,000

Figure 13: Frequency of Anti-Fraud Controls



Key:

External Audit of F/S = Independent External Audit of the Organization's Financial Statements

Management Certification of F/S = Management Certification of the Organization's Financial Statements

External Audit of ICOFR = Independent External Audit of the Organization's Internal Controls Over Financial Reporting

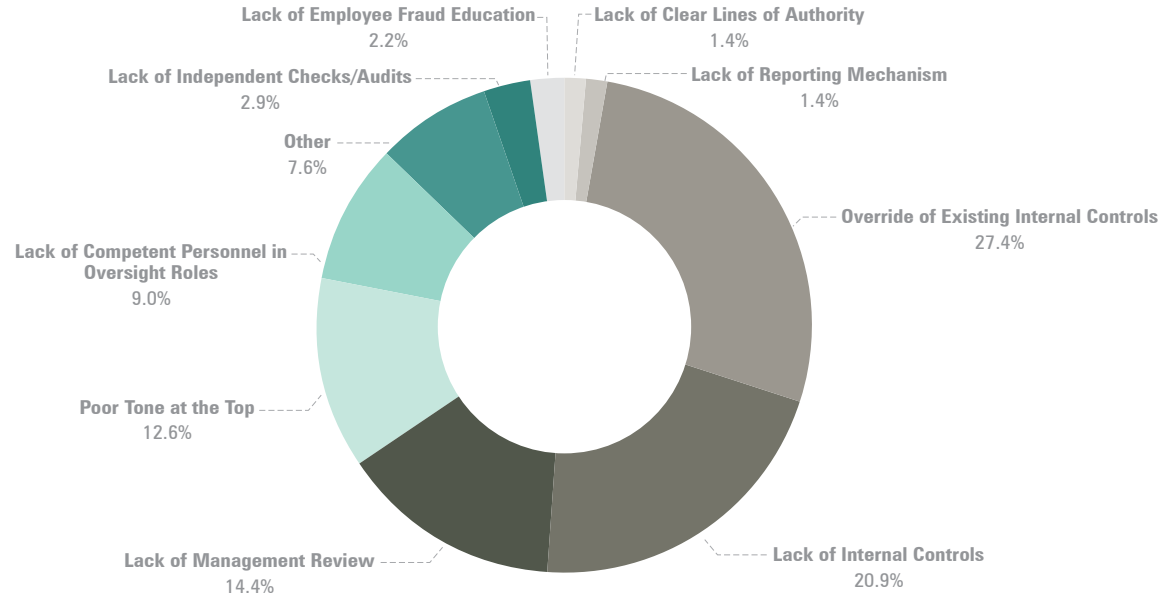
Figure 14: Median Loss Based on Presence of Anti-Fraud Controls

Control	Percent of Cases	Control in Place	Control Not in Place	Percent Reduction
Rewards for Whistleblowers	20.0%	\$123,000	\$150,000	18.0%
Job Rotation/Mandatory Vacation	27.8%	\$142,000	\$150,000	5.3%
Surprise Audits	52.8%	\$142,000	\$143,000	0.7%
Proactive Data Monitoring/Analysis	38.5%	\$143,000	\$123,000	-16.3%
Fraud Training for Managers/Executives	55.0%	\$150,000	\$120,000	-25.0%
Hotline	67.7%	\$150,000	\$120,000	-25.0%
Management Review	70.8%	\$150,000	\$100,000	-50.0%
Fraud Training for Employees	55.0%	\$160,000	\$100,000	-60.0%
External Audit of Internal Controls over Financial Reporting	77.6%	\$150,000	\$92,000	-63.0%
Anti-Fraud Policy	59.2%	\$165,000	\$100,000	-65.0%
Code of Conduct	91.9%	\$150,000	\$80,000	-87.5%
Dedicated Fraud Department, Function or Team	47.7%	\$188,000	\$100,000	-88.0%
Management Certification of Financial Statements	79.9%	\$182,000	\$94,000	-93.6%
Independent Audit Committee	69.6%	\$170,000	\$85,000	-100.0%
Formal Fraud Risk Assessments	48.2%	\$205,000	\$100,000	-105.0%
External Audit of Financial Statements	88.8%	\$163,000	\$79,000	-106.3%
Employee Support Programs	50.9%	\$219,000	\$100,000	-119.0%
Internal Audit Department	91.6%	\$150,000	\$60,000	-150.0%

Figure 15: Median Duration of Fraud Based on Presence of Anti-Fraud Controls

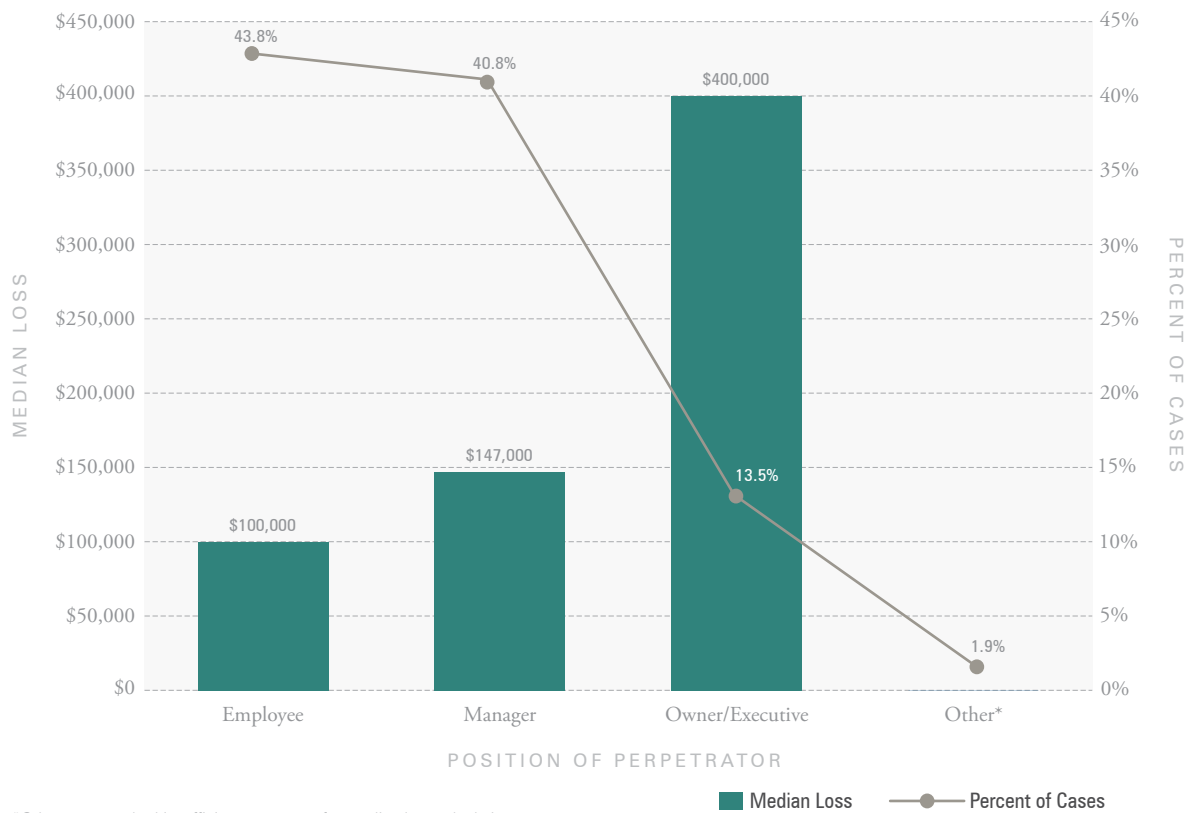
Control	Percent of Cases	Control in Place	Control Not in Place	Percent Reduction
Job Rotation/Mandatory Vacation	27.8%	6 months	12 months	50.0%
Proactive Data Monitoring/Analysis	38.5%	7 months	12 months	41.7%
Rewards for Whistleblowers	20.0%	8 months	12 months	33.3%
Fraud Training for Employees	55.0%	9 months	12 months	25.0%
Surprise Audits	52.8%	10 months	12 months	16.7%
Dedicated Fraud Department, Function or Team	47.7%	10 months	12 months	16.7%
Fraud Training for Managers/Executives	55.0%	10 months	12 months	16.7%
Management Review	70.8%	10 months	12 months	16.7%
Formal Fraud Risk Assessments	48.2%	12 months	12 months	0.0%
Anti-Fraud Policy	59.2%	12 months	12 months	0.0%
Employee Support Programs	50.9%	12 months	12 months	0.0%
Hotline	67.7%	12 months	12 months	0.0%
Independent Audit Committee	69.6%	12 months	12 months	0.0%
External Audit of Internal Controls over Financial Reporting	77.6%	12 months	12 months	0.0%
Management Certification of Financial Statements	79.9%	12 months	12 months	0.0%
External Audit of Financial Statements	88.8%	12 months	12 months	0.0%
Internal Audit Department	91.6%	12 months	10 months	-20.0%
Code of Conduct	91.9%	12 months	7 months	-71.4%

Figure 16: Primary Internal Control Weakness Observed by CFE



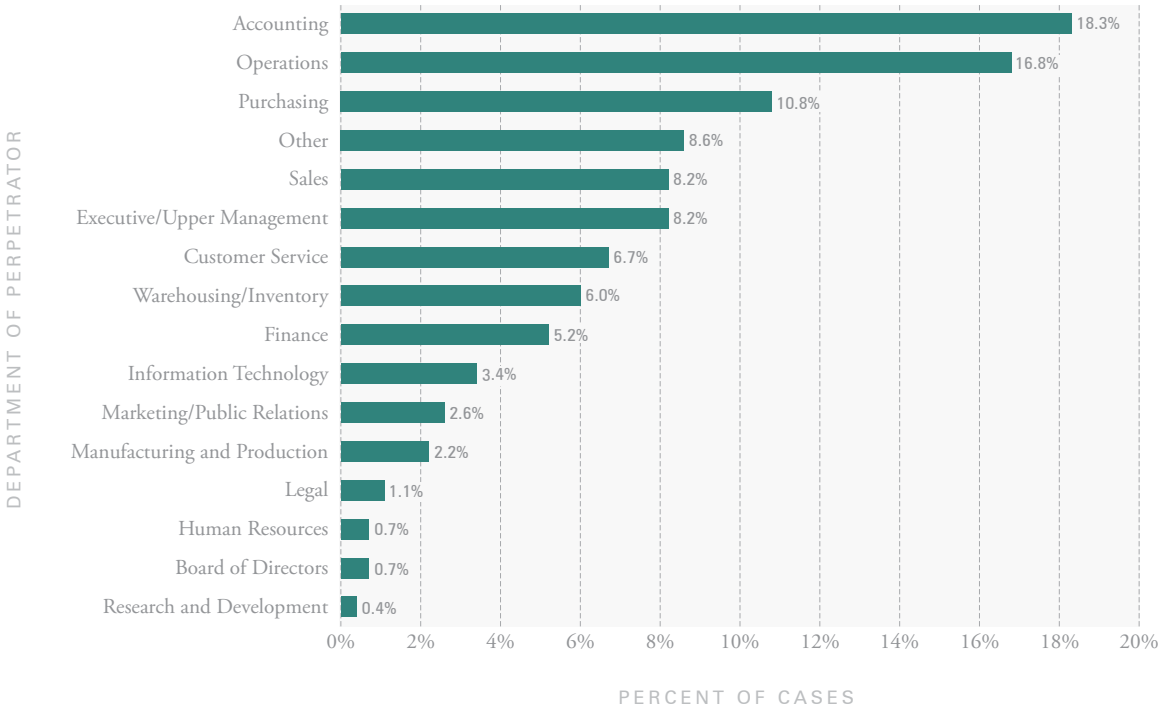
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Figure 17: Position of Perpetrator—Frequency and Median Loss



*Other category had insufficient responses for median loss calculation.

Figure 18: Department of Perpetrator—Frequency



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Figure 19: Gender of Perpetrator—Frequency

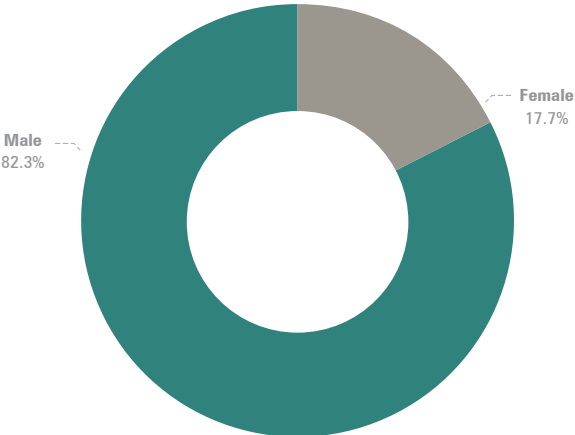
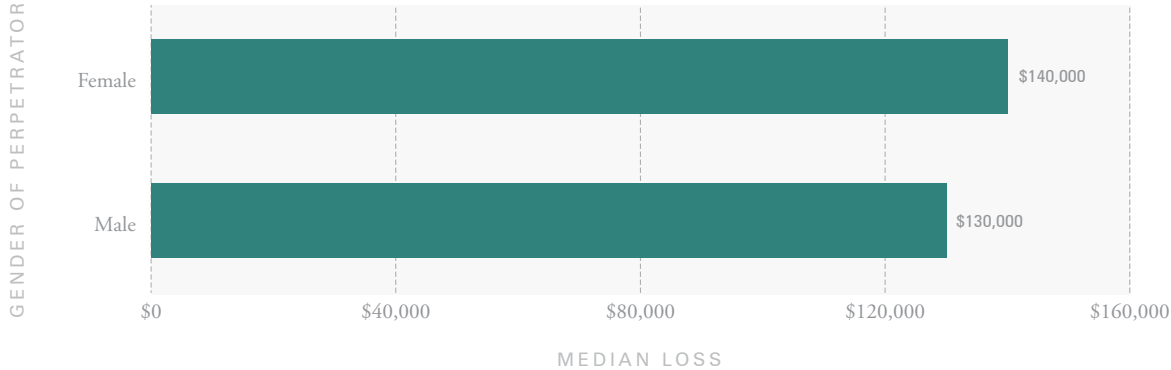


Figure 20: Gender of Perpetrator—Median Loss



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Figure 21: Criminal Background of Perpetrator

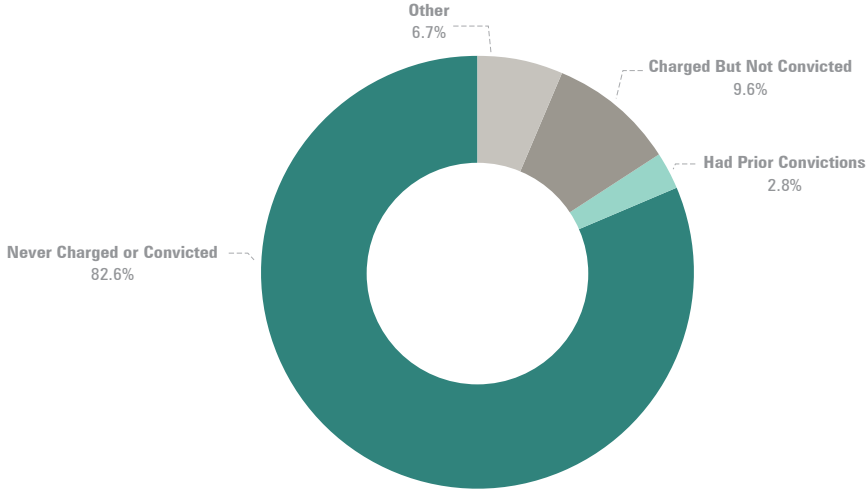


Figure 22: Employment Background of Perpetrator

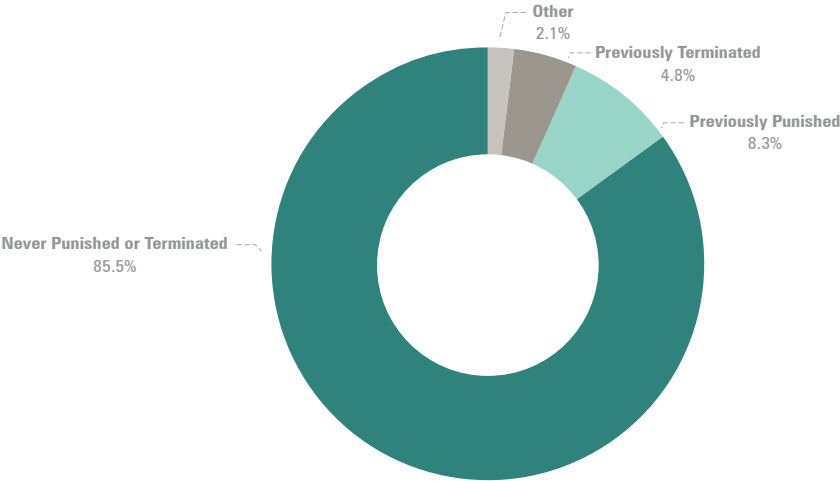
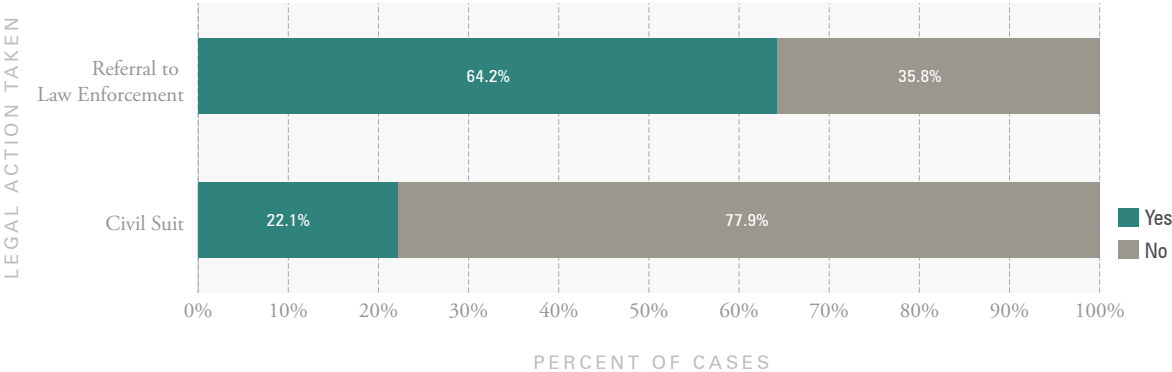
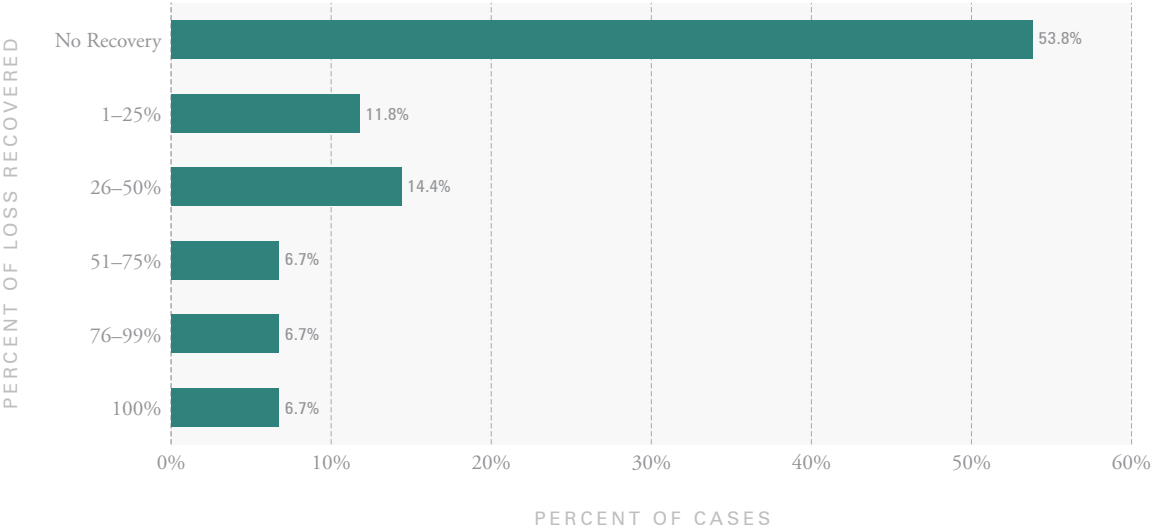


Figure 23: Cases Resulting in Referral to Law Enforcement or Civil Suit



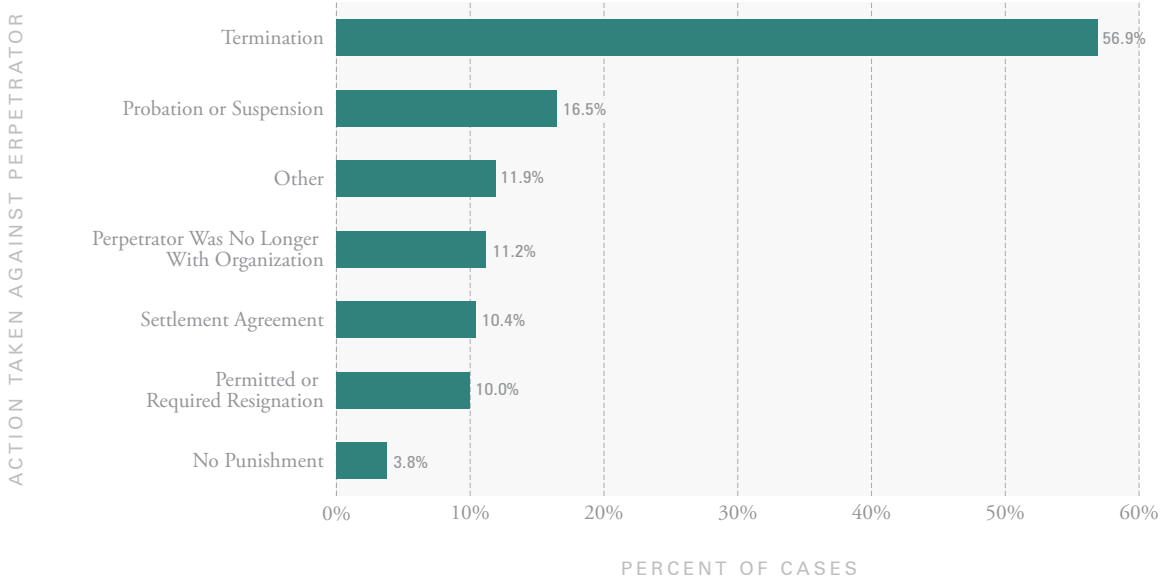
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Figure 24: Recovery of Victim Organization's Losses



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Figure 25: Action Taken Against Perpetrator



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