

| Core Risks | Controls and mitigation | Likelihood of minor problem 5=Will happen 4=Probable 3=Likely 2=Occasional 1=Not likely | Likelihood of major problem 5=Will happen 4=Probable 3=Likely 2=Occasional 1=Not likely | Severity, If it does happen 5=Critical 4=Serious 3=Moderate 2=Needs action 1=Low | Overall Weighting High Medium Low | Future Monitoring |
|--|--|--|--|---|--|---|
| <p>Could the long-lasting insecticidal nets (LLINs) purchased be sub-standard? Low quality nets do not kill mosquitoes and deteriorate much faster.</p> | <p>LLINs are only bought from World Health Organisation Pesticidal Evaluation Scheme (WHOPES) Phase II approved suppliers and all LLINs must be provided with the complete set of certification and testing documentation required by WHOPES.</p> | 2 | 1 | 4 | | <p>AMF will continue to monitor future purchases and respond immediately to any complaints about defective nets. No such complaints have ever been received. AMF may consider independent testing of a sample of nets bought as a further quality control measure should we feel it is merited. We do not feel it is merited currently.</p> |
| <p>Could AMF choose the wrong areas to distribute nets?</p> | <p>In any large scale distribution, multiple international partners are involved with strong shared knowledge of where nets are needed considering a) data-led evidence of malaria burden and ii) all prior distributions and their timing. AMF takes advice from members of the Malaria Advisory Group (MAG), and other partners and advisors working in the malaria field.</p> | 2 | 1 | 4 | | <p>AMF monitors closely information sources that cover malaria prevalence by country as well as distributions carried out and planned, and resultant national net gaps.</p> |

| Core Risks (cont.) | Controls and mitigation | Likelihood of minor problem | Likelihood of major problem | Severity, If it does happen | Overall Weighting | Future Monitoring |
|---|--|-----------------------------|-----------------------------|-----------------------------|-------------------|---|
| <p>Will the distribution partner fail to get some nets to the areas in need due to logistical or resource, or security failings?</p> | <p>Distribution Partners are selected after extensive due diligence, in which their experience of previous distributions and commitment to the same principles as AMF are key factors. Coverage of non-net costs is also assessed and agreed before a distribution is approved.</p> | 2 | 1 | 4 | | <p>AMF will remain in dialogue with distribution partners to ensure they have fulfilled their commitments and learn lessons from each distribution.</p> |
| <p>Will a material quantity of nets be stolen?</p> | <p>AMF considers this the greatest risk to achieving an effective distribution. Avoiding theft and ensuring nets are distributed to beneficiaries as intended, so nets protect an entire community as intended, is a fundamental element of the assessment, planning and monitoring processes for an AMF-funded distribution. Working with the distribution partners, AMF assesses the processes, receipt mechanisms and independent monitoring that will be used on each distribution.</p> | 2 | 2 (country dependent) | 4 | | <p>So far there has been no material loss of nets through theft. This is based on extensive data-based reporting immediately post-distribution as well as regular post-distribution net use and condition check-ups (PDCUs) which can reveal immediate and subsequent material theft of nets. However, AMF is aware all countries in which nets are needed are prone to theft and corruption. AMF will counter this by continuing to set high standards of data-provision and monitoring and working with distribution partners with a commitment to this work.</p> |
| <p>Will the nets be used in ways other than to prevent malaria?</p> | <p>While there are occasional reports of nets being used for purposes other than malaria control (e.g. for fishing, wedding dresses, crop protection), in reality this affects a tiny fraction of the many millions of nets distributed each year. Community malaria education is an integral component of a net distribution and helps reduce potential misuse to an immaterial level.</p> | 2 | 1 | 2 | | <p>Data shows correct net use is very high, but this will continue to be monitored.</p> |

| Core Risks (cont.) | Controls and mitigation | Likelihood of minor problem | Likelihood of major problem | Severity, If it does happen | Overall Weighting | Future Monitoring |
|--|--|-----------------------------|-----------------------------|-----------------------------|-------------------|--|
| <p>Will the nets in a beneficiary household remain 'present but not hung'?</p> | <p>AMF considers this the second most significant risk to achieving an effective distribution. The most important actions to avoid nets being 'present but not hung' are i) malaria education - covering the way a net protects, how to hang it effectively and the importance of community-wide use of nets - taking place prior to the distribution and involving the majority of the beneficiary community; ii) regular post-distribution net use and condition check-ups (PDCUs) both to provide data as to the level of net use which can be used to assist local health leaders when deciding on additional education or hang-up interventions as well as the data-gathering process itself acting as a reminder to communities of the importance of net use; iii) additional education or hang-up interventions being carried out where appropriate.</p> | 3 | 2 | 4 | | <p>Malaria education activities as part of the pre-distribution and distribution process, post-distribution net use and condition check-ups, and additional malaria intervention activities will continue to be key aspects of AMF-funded distributions. This will continue to be monitored.</p> |

| Financial Risks | Controls and mitigation | Likelihood of minor problem | Likelihood of major problem | Severity, If it does happen | Overall Weighting | Future Monitoring |
|--|--|------------------------------------|------------------------------------|------------------------------------|--------------------------|--|
| Could AMF fail to buy the nets it has committed to? | As soon as agreement in principle has been reached with a distribution partner, the necessary funds are set aside and cannot be used for other distributions or any other purpose. | 1 | 1 | 3 | | AMF will continue to be fully transparent about funds set aside for distributions. |
| Could AMF's funding decline to the point where costs cannot be met? | AMF maintains a strict separation of funds raised from the public for nets, and funds raised from donors who specifically agree to fund overhead (or unrestricted) costs. Typically, AMF has raised sufficient unrestricted funds to cover at least two years of overhead costs. | 1 | 1 | 4 | | AMF will seek to ensure a minimum of one year's overhead costs are in hand. In the unlikely event that AMF does not have sufficient unrestricted funds to cover overheads (e.g. technology) costs, it will a) stop incurring those costs b) ensure publicly raised money is spent as intended on nets or returned to donors. |
| Can AMF ever go into debt? | AMF has not incurred any debt and does not have plans to do so. | 1 | 1 | 2 | | Any change of this policy would be carefully assessed in advance by the trustees. |
| How secure is AMF's payments and receipts system? | AMF uses Citigroup and a secure web payments system. | 1 | 1 | 3 | | AMF has not experienced any payment or receipt problems. |

| IT Risks | Controls and mitigation | Likelihood of minor problem | Likelihood of major problem | Severity, If it does happen | Overall Weighting | Future Monitoring |
|--|---|------------------------------------|------------------------------------|------------------------------------|--------------------------|--|
| Can AMF's data be lost? | AMF uses high specification technology, designed by its own specialist. AMF's data is backed up daily and each week is backed up to three separate locations. | 1 | 1 | 4 | | AMF will continue to follow its back up policy as a minimum standard. |
| Can AMF's information be accessed without authority? | Multiple password and other encryption mechanisms are used to ensure data remains secure. | 1 | 1 | 4 | | AMF has a dedicated IT specialist who is aware of current trends and IT threats. New protection devices will continue to be implemented as and when they become available. |

| Employee Risks | Controls and mitigation | Likelihood of minor problem | Likelihood of major problem | Severity, If it does happen | Overall Weighting | Future Monitoring |
|---|--|------------------------------------|------------------------------------|------------------------------------|--------------------------|--|
| What would happen if all key employees left? | The two key employees have been with AMF since it began and show no signs of leaving. However, in the event they did, the trustees would consider whether donors' interests would be best served by either a) appointing replacements or b) returning any funds that are not specifically earmarked against net distributions. | 1 | 1 | 5 | | The trustees are very aware of this risk and continue to monitor it. The Chair of Trustees is an executive position and would ensure a smooth process should change occur. |

| Board and Compliance Risks | Controls and mitigation | Likelihood of minor problem | Likelihood of major problem | Severity, If it does happen | Overall Weighting | Future Monitoring |
|---|---|------------------------------------|------------------------------------|------------------------------------|--------------------------|--|
| Does AMF have a clear and correct strategy? | The board discusses strategy at every meeting. The funding strategy has remained constant. The distribution strategy has been adapted to take into account the increase in funds available. | 2 | 1 | 3 | | AMF intends to stay true to its original principles, which imply a straightforward strategy of getting nets over the beds and heads of people in high risk parts of the world. Fine tuning will continue. |
| Does the board get clear and timely information about AMF? | Regular board meetings take place and email updates are sent in which the CEO provides detail on all developments. No item is kept off the table in trustee discussions. | 2 | 1 | 3 | | Board meetings will continue to be held in the same open way. Several of the trustees have some executive responsibility within AMF, which enhances trustees' strong understanding of the operations of AMF. |
| Do any board members have a conflict of interest with any of AMF's activities? | None have ever occurred. AMF has a conflict of interest policy which has never been infringed. | 1 | 1 | 3 | | None of the trustees have any business or other links with either net manufacturers or distribution partners, and this will continue to be monitored. |
| Do any board members receive loans or any other benefits from AMF? | None receive loans or any other benefit. If AMF decides to reimburse direct out-of-pocket expenses they will be done only from funds donated for overhead expenses. | 1 | 1 | 2 | | No change is anticipated in this policy. |
| What levels of corruption are possible in AMF's distributions? | AMF works only with reputable distribution partners. It has a strict policy of no bribes and to encourage whistleblowing. Distributions operate in undeveloped countries so corruption risk cannot be totally eliminated. Detailed policies and processes are followed to keep this to a minimum. | 2 | 1 | 4 | | This remains, and will remain, a difficult issue on all development. However, AMF will continue to be as vigilant as possible to maintain its strong track record in this area. |