Concern Worldwide - Impact Committee (v1.1)

Terms of Reference – June 26, 2026

Introduction

Replacing the Concern Worldwide Programme Monitoring and Evaluation Committee, the Impact Committee ("the Committee") has been established by the Board of Concern Worldwide to provide independent oversight of the quality, effectiveness, and impact of the organisation's programmes and related policies, ensuring that they remain aligned with the organisation's mission and that they deliver for the people and communities with whom Concern works.

1. Role

1.1. The role of the Impact Committee is to provide oversight on programme quality and impact, guided by programme policies.

1.2. The Committee shall work collaboratively with the leadership of Concern to ensure programme quality and impact is maintained and strengthened, and that related risks are being managed in a manner that takes account of sector-wide standards, best practice and sectoral changes and challenges.

2. Membership

2.1. The Impact Committee shall include at least two members of the Board of Directors of Concern Worldwide.

2.2. The Board of Concern Worldwide may co-opt up to three additional individuals with relevant expertise to join the Committee. Such co-optees need not be members of Concern.

2.3. Committee members shall be appointed to the Committee at the Board meeting immediately following the AGM and at other times as and when vacancies are identified.

2.4. Board members shall be permitted to serve for two consecutive three-year terms plus, on approval of the Board, a further term of three years.

2.5. Board members serving on the Committee shall be deemed to have retired from this committee upon their retirement or resignation from the Board of Concern Worldwide.

2.6. Co-optees shall be permitted to serve for a three-year term plus, on approval of the Board, a further term of three years.

2.7. The Director of Strategy, Advocacy and Learning, International Programmes Director and Emergency Director are fixed invitees. Other members of Concern Worldwide management and staff may attend as deemed appropriate by the Chair.

2.8. The Director of Strategy, Advocacy and Learning will take the lead on the Senior Management Teams engagement with the Impact Committee. They shall work with the Chair to prepare a suitable rolling agenda and coordinate management and staff to ensure that papers and briefings are prepared and delivered in a timely manner. In the absence of the Director of Strategy, Advocacy and Learning, the Director of International Programmes will deputise.

3. Meetings

3.1. The Committee is expected to meet four times a year and, additionally, may be convened on an ad hoc basis to consider particular issues arising.

3.2. The members of the Committee shall appoint a Chair from amongst their number on the recommendation of the Board of Concern Worldwide. The chairperson of the Committee must be a member of the Board.

3.3. The quorum for meetings is three committee members, one of whom must be a member of the Board of Concern Worldwide.

4. Responsibilities:

4.1. The Impact Committee shall, on behalf of the Board:

- Review amendments and revisions made to existing programme policies as deemed necessary, and propose revision, re-purposing or combination of policies as deemed necessary.
- Review newly developed organisational programme related policies and makes recommendations to the Board as to their adoption or need for revision before being approved.
- Monitor, through meta-evaluations, reviews of strategies and the Annual Programme Progress Review, the implementation of approved policies.
- Ensure that the quality of Concern's programmes is evaluated on a regular basis and seeks to ensure that lessons are learnt from the evaluations. The committee shall reflect on recommendations from meta evaluations compiled annually.
- Shall monitor, on behalf of the Board, assigned risks and provide oversight on the key controls and additional actions to mitigate against these as detailed in the Risk Register.

5. Reporting responsibilities

5.1. The Committee Chair shall report to the Board of Concern Worldwide at the Board meeting most closely following the Committee meeting on its proceedings and on the relevant matters within its duties and responsibilities.

5.2. The Committee Chair is responsible for ensuring that accurate minutes are maintained of each meeting and that a report on the proceedings of each meeting is prepared and circulated to the Board of Concern Worldwide.

6. Other matters

The Committee shall:

6.1. Have access to sufficient resources to carry out its duties, including access to the Board Secretariat for assistance as required.

6.2. Be provided with appropriate and timely training, both in the form of an induction programme for new members and on an ongoing basis for all members.

6.3. Arrange for periodic reviews of its own performance and, at least every three years, review its Terms of Reference to ensure that it is operating at maximum effectiveness and recommend any changes it considers necessary to the Board of Concern Worldwide for approval.

7. Authority

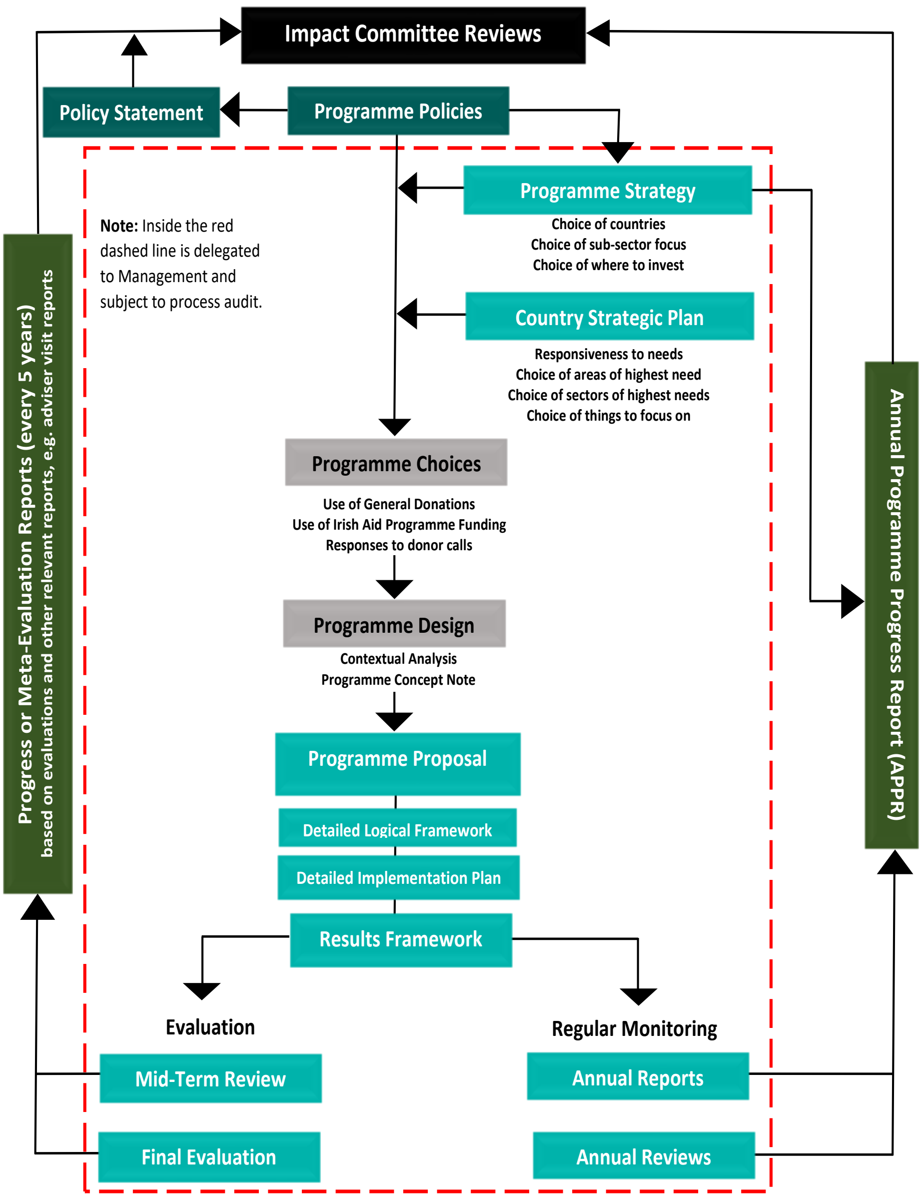
7.1. The Committee shall be accountable to, and shall operate under the delegated authority from, the Board of Concern Worldwide.

7.2. The Committee is authorised by the Board of Concern Worldwide to obtain, at the organisation's expense, outside legal or other professional advice on any matters within its terms of reference subject to Board approval and in compliance with the organisation's financial procedures.

Appendix I - Guidance on Board Oversight of Concern's Programmes.

Figure 1. Impact Committee TOR: Overview of links between policies, strategies and programmes

Note: All policies will be reviewed every 10 years unless there is identified need for earlier review.



Key Questions by Impact Committee of POLICIES:	Key Questions by Impact Committee of REPORTS:
1. Is there a clear need for this policy in Concern? 2. Does it make the issue clear and why it is important to Concern? 3. Does it reflect Concern's Identity, Vision, Mission and Values well? 4. Does it clearly articulate Concern's beliefs and aims on the topic? 5. Does it articulate at a broad level to allow application in all contexts? 6. Does it reflect Concern's focus on the poorest? 7. Does it give direction on the kinds of things Concern will and will not do? 8. Are there any other major issues arising?	1. Am I happy that I am getting an objective analysis of the quality of and progress in programmes? 2. Am I happy with the quality and scale of Concern's work in this area and that it is in line with Concern's policies? 3. Has Concern management implemented accepted recommendations from the last report, identified adjustments necessary and how Concern will take them forward? 4. Are there any other major issues arising?

Appendix I - Guidance on Board Oversight of Concern's Programmes.

The Board of Concern Worldwide approves policies of the organisation. It also oversees progress in Concern's programmes to ensure that the organisation is making progress against its mission and said policies. The detailed oversight of programme policies is delegated to the Impact Committee although the full Board has responsibility to approve policies and reports.

Policies Review Cycle: All policies will be reviewed every 10 years unless there is a significant change in the external environment that may trigger a policy review.

Generically, the following are the questions the Impact Committee will ask of policies:

1. Is there a clear need for this policy in Concern?
2. Does the policy make clear what the issue is and why it is of importance to Concern?
3. Does the policy reflect Concern's Identity, Vision, Mission and Values well?
4. Does the policy clearly articulate Concern's beliefs and aims on the topic?
5. Does the policy articulate at a level broad enough to allow application in all contexts?
6. Does the policy reflect Concern's focus on the poorest people and countries in the world, especially those in fragile and conflict affected contexts?
7. Does the policy give direction to the organisation and its staff on the kinds of things Concern will do and the kinds of things Concern will not do?

Progress Reports Cycle: Reports on progress in specific areas come to the Board on a three-yearly rolling cycle Most progress reports will be a meta-evaluation or an analysis of groups of evaluations.

Generically, the following are the questions the Impact Committee will ask of progress reports or meta-evaluations:

- Am I happy that I am getting an objective analysis of the quality of and progress in programmes?
- Are Concern's programmes addressing key inequalities, key risks and vulnerabilities as well as a considered range of assets on a consistent and systematic basis?
- Has management implemented accepted recommendations from last report, laid out clearly what improvements are necessary and how Concern will take them forward?
- Are there any other major issues arising?

Please see Appendix II for greater detail on differences between different policies and different reports. These are guidance for staff writing policies and reports as well as for IMPACT Committee members.

Note on Evaluation:

Concern does not have a formal "evaluation policy" but has developed evaluation guidance for all programmes. It is the organisational position that Concern "evaluates all programmes at least once in their programme period". This is the *de facto* policy and is embedded in Concern's Programme Quality Guide.

Appendix II - Detailed Guidance on Specific Policies and Progress Reports

This Annex outlines the following:

1. What the Board should expect to see in policies.
2. What the Board should expect to see in progress reports.
3. The key questions the Board needs to ask about policy to fulfil its oversight role.
4. The key questions the Board needs to ask about progress reports to fulfil its oversight role.

1. Developing and Approving New Concern Programme Policies

1.1. Purpose:

To guide Concern's work by articulating what the organisation believes in and how it will work in specific programme areas such as sectors, approaches and with other programme topics (e.g. emergencies, targeting, advocacy, capacity building, etc.).

1.2. Content: What the Board should expect to see in policies:

A Concern policy articulates as clearly and concisely as possible what Concern believes about a topic and how Concern will seek to implement or address it. A Concern policy states how a topic relates to Concern's vision and mission and guides what the organisation can and cannot do in relation to the topic. Policy tends to be broad to cover all contexts and yet seeks to give direction to managers in terms of putting the policy into practice. Most policies need to be supported by strategies and detailed operational guidance. The exact content of the policy will vary according to the topic.

- What is the topic? Definitions.
- Importance of the topic for Concern's target group.
- Global commitments to the topic.
- Importance of the topic for Concern Worldwide and its identity, mission and values.
- Link with HCUEP and Concern's Approach to Emergencies.
- Purpose of the policy and its application in Concern's programmes.
- Global evidence on programme interventions and/or policy effectiveness.
- Concern's core position and key principles on the topic.
- How Concern will apply the topic in its programmes.
- Measures of success: KPIs or proxy measures of what Concern seeks to achieve.

1.3. Questions for the Board to ask about all new or revised policies:

- Is there a clear need for this policy in Concern?
- Does the policy make clear what the topic is and why it is of importance to Concern?
- Does the policy reflect Concern's Identity, Vision, Mission and Values well?
- Does the policy clearly articulate Concern's beliefs and aims on the topic?
- Does the policy articulate at a level broad enough to allow application in all contexts?
- Does the policy reflect Concern's focus on the poorest people and countries in the world, especially those in fragile and conflict-affected contexts?

- Does the policy give direction to the organisation and its staff on the kinds of things Concern will do and the kinds of things Concern will not do?

Concern management proposes to develop a strategy with results frameworks for the programme policies and to formally review progress on these every three years, as well as reviewing a dashboard of all strategies once a year (in the APPR). The strategies do not need approval from the Board but they will be used to report to the IMPACT Committee and the Board on progress in implementing relevant policies.

There are essentially four types of programme-related policies in Concern Worldwide:

a) **Foundational organisational policies**: Policy Statement, HCUEP, Approach to Emergencies, Geographical Targeting.
b) **Sector Policies**: Education, Health and Livelihoods (the latter includes Sustainable Livelihoods, Microfinance and Social Protection policies).
c) **Approaches and cross-cutting issues**: Equality, DRR, HIV and AIDS, Protection, Partnership, Capacity Building, Human Rights. [It is likely that Concern may need to add the following: Environment, Conflict, Accountability, although Concern does not yet have policies on each.]
d) **Policies guiding work on root causes**: Advocacy and Global Citizenship.

2. Three Yearly Progress Reports (Reported against approved Programme Policies)

Given the different nature of the categories of the policies as outlined above, some of the headings and questions that are appropriate to and relevant for one set of reports, seem less relevant for others. Thus, Concern seeks to clarify the right content for each type of report and the right questions for the Board and IMPACT Committee to ask of each type as follows.

2.1. Reports on Progress against Foundational Policies

2.1.1. The **Policy Statement** should outline the Identity, Vision, Mission, Values, Organisational Purpose and Organisational Theory of Change. There will be no regular reports against this policy yet all of Concern's work has to be overseen in light of this key document. In particular, each new organisational strategic plan and programme policy has to be framed by this.

2.1.2. **How Concern Understands Extreme Poverty,** or any replacement of same, should articulate a clear conceptualisation of the nature of extreme poverty and how Concern will target and address extreme poverty. Concern is scheduled to report against this policy every three years and Concern will use meta- evaluation to do this.

Reporting on HCUEP is not straightforward because Concern's understanding is usually not part of how donors frame funding mechanisms. Concern proposes using the DAC (the OECD Development Assistance Committee) criteria for meta-evaluation and to use other reports to pick up whether Concern is adequately applying the HCUEP lens, especially whether Concern are addressing inequalities and key vulnerabilities systematically in Concern's programmes. Concern expects the report on HCUEP to follow the outline below:

i. Relevance of Concern's programmes (appropriateness, targeting, etc.).
ii. Efficiency.
iii. Effectiveness.
iv. Impact (including influencing policy, changing norms…).
v. Sustainability (capacity building, system strengthening…).

vi. Evidence of systematic application of the HCUEP lens across all programmes, apart from major sudden-onset emergencies, but including Global Citizenship and International Advocacy programmes. This should include visibility in context analysis, Country Strategic Plans, programme design and programme reports and evaluations.
vii. Learning, innovation and continuous quality improvement.
viii. Commentary or judgement as to alignment with the relevant policy or policies.

Questions from the Board/Impact Committee should be:

- Am I happy that I am getting an objective analysis of the quality of and progress in programmes of the application of HCUEP?
- Are Concern's programmes addressing key inequalities, risks and vulnerabilities as well as a considered range of assets on a consistent and systematic basis?
- Has management implemented accepted recommendations from last report, laid out clearly what improvements are necessary and how Concern will take them forward?
- Are there any other major issues arising?

2.1.3.**The Approach to Emergencies** document is the one that articulates Concern's humanitarian mandate and how Concern will apply such a mandate. Concern is scheduled to report against this policy every three years and Concern will use meta-evaluation to do this.

Concern proposes to use the extended DAC principles for meta-evaluation and to use other reports to pick up whether Concern is applying Concern's humanitarian mandate. This is mainly achieved by tracking the number and scale of emergency responses documented in the previous three Annual Programme Progress Reports (APPRs). Concern expects the report to follow the outline below:

i. Relevance of Concern's programmes.
ii. Appropriateness (including an analysis of scale of responses).
iii. Coverage.
iv. Efficiency.
v. Effectiveness (including timeliness).
vi. Connectedness (including a consideration of sustainability).
vii. Coherence (including a consideration of co-ordination).
viii. Impact (including influencing policy and practice).
ix. Evidence of systematic application of Concern's humanitarian mandate via tracking the number and scale of emergency responses documented in the previous three Annual Programme Progress Reports (APPRs).
x. Learning, innovation and continuous quality improvement
xi. Commentary or judgement as to alignment with the Approach to Emergencies policy.

Questions from the Board/Impact Committee should be:

- Am I happy that I am getting an objective analysis of the scale and quality of, and progress in, emergency response programmes and projects?
- Am I happy with the quality and scale of Concern's work in this area and that this in line with Concern's policies?
- Has management implemented accepted recommendations from the last report, clearly

laid out what improvements are necessary and how Concern will take them forward?
- Are there any other major issues arising?

2.1.4. The **Geographical Targeting policy** simply outlines where in the world Concern will work operationally. This policy will be reported against on a three yearly cycle. The Board needs to oversee that Management is making proposals to the Board on country entry and exit that are in line with this policy. Concern does not envisage major changes every three years, but this is an important policy in terms of guiding organisational focus and direction. Therefore, Concern needs to track this policy carefully, especially as the potential or offer of major financial contracts or grants to work in other locations can be very attractive and can easily appeal to the financial needs of the organisation.

This report should contain the following key content:

i. Latest Poor-Vulnerable Index (PVI) with clarity on which countries are the poorest and most vulnerable. This then needs to outline in which ones Concern is working and in which ones Concern is not working.
ii. Outline of Concern's county portfolio and commentary on alignment with PVI.
iii. Commentary on major crises across the world over the period of the report and whether Concern was consistent in decision-making in its responses, or in its decisions not to respond, to international emergencies that met the intervention criteria outlined in the Approach to Emergencies and Geographical Targeting policies.
iv. Outline of any country entries and exits in the previous three years and commentary on their alignment with the policy including justification in any case in which they are not aligned.
v. The application of the PVI approach within countries of operation, apart from those of major international emergencies where, in discussion with other humanitarian actors, decisions will be driven by needs assessments, coverage gaps and added value. This will essentially be a report on targeting within Country Strategic Plans.

Questions to be asked by the Board/Impact Committee:

- Am I happy that I am getting an objective analysis of the geographical targeting?
- Am I happy that Concern is working in the poorest and most-vulnerable countries and areas within those countries?
- Am I happy that Concern was consistent and true to its mission in its emergency responses in countries in which Concern was not operational and that the timelines for any interventions made was clear in terms of the length of engagement in them?
- Am I happy that the reasons provided for not responding in new countries of major humanitarian need are justifiable to the Board?
- Has management implemented accepted recommendations from the last report, clearly laid out what improvements are necessary and how Concern will take them forward?
- Are there any other major issues arising?

2.2. Reports on Progress on Sectors (Education, Health, Livelihoods)

2.2.1. Sectoral Progress Reports: Report Outline based on meta-evaluation

Concern has agreed to structure meta-evaluation reports around the DAC criteria (or the extended DAC principles for emergency responses):

i. Relevance of Concern's programmes (appropriateness, targeting).
ii. Efficiency.
iii. Effectiveness.
iv. Impact (including influencing policy, changing norms…).
v. Sustainability (capacity building, system strengthening…).
vi. Learning, innovation and continuous quality improvement.
vii. Progress on strategy using a number of KPIs.
viii. Commentary or judgement as to alignment with the relevant policy or policies.

Sectoral Programme Reports: Questions to be asked by Impact Committee and Board

- Am I happy that I am getting an objective analysis of the quality of and progress in programmes?
- Am I happy with the quality and scale of Concern's work in this area and that this in line with Concern's policies?
- Has management implemented accepted recommendations from the last report, clearly laid out what improvements are necessary and how Concern will take them forward?
- Are there any other major issues arising?

2.3. Reports on Progress on Programme Approaches

The number of programme approaches will continue to change over time. Currently (Aug. 2019) Concern has adopted the following 'programme approach' policies: Equality, Disaster Risk Reduction (DRR), HIV, Humanitarian Protection, Capacity Building, and Partnership. Concern expects Conflict Sensitivity and Environment to be added to this suite.

2.3.1. Approaches/Cross-Cutting Issues: Report Outline

The content should include:

i. Level and consistency of application of the programme approach according to the sample evaluations.
ii. Strengths of practice, based on wider documentation.
iii. Weaknesses in practice, based on wider documentation.
iv. Key learning.
v. Evidence of continuous quality improvement and innovation.
vi. Progress on strategy, if Concern has a strategy.
vii. Commentary or judgement as to alignment with the relevant policy or policies.

Approaches/Cross-Cutting Issues: Questions to be asked by Impact Committee and Board

- Am I happy that I am getting an objective analysis of the quality of and progress in programmes?
- Am I happy with the quality and scale of Concern's work in this area and that this in line with Concern's policies?
- Has management implemented accepted recommendations from the last report, clearly laid out what improvements are necessary and how Concern will take them forward?

- Are there any other major issues arising?

2.4. Reports on Advocacy and Active Citizenship

2.4.1. Advocacy Reports:

The paucity of regular evaluations of advocacy programmes or initiatives makes this difficult to report on and any meta-evaluation less meaningful. Advocacy is also one of the most difficult areas of work to monitor and evaluate due to the complex causality related to policy and political decision-making. Nevertheless, Concern will endeavor to continue to apply the DAC criteria to drive consistency across all of its programmes, but Concern will add analysis and commentary based on other sources of intelligence beyond evaluations.

The advocacy report should include the following information.

i. Relevance of Concern's advocacy programmes and interventions.
ii. Efficiency: Less of an issue of cost but an analysis of whether Concern's advocacy work has analysed and chosen the most likely pathways and modalities for effectiveness and impact,
iii. e.g. via coalitions, via campaigning v. individual lobbying, etc.
iv. Effectiveness: This should focus on triangulated reports of Concern's influencing with a strong focus on the uptake of outputs such as policy recommendations or conference inputs, etc. It should also contain commentary from advocacy target groups about whether Concern's inputs have influenced them or not.
v. Impact: This needs to look at the wider impact of Concern's specific lobbying, e.g. implementation of key policies Concern sought to influence, such as roll-out of graduation mechanisms in targeted countries…).
vi. Sustainability: Difficult to define in advocacy but potentially the extent to which Concern has supported and built advocacy capacities in local civil society actors for the longer-term.
vii. Learning, innovation and continuous quality improvement.
viii. Progress on overall advocacy strategy or thematic strategies using a number of KPIs.
ix. Commentary or judgement as to alignment with the relevant policy or policies.

Advocacy: Questions to be asked by IMPACT Committee and Board

- Am I happy that I am getting an objective analysis of the quality of and progress in Concern's advocacy work at two levels: a) international advocacy and b) country level advocacy?
- Am I happy with the quality and scale of Concern's work in advocacy? Is Concern being influential; is Concern's level of ambition in advocacy right; is it the right balance with Concern' work overseas; are country programmes reporting systematically on their advocacy; are Concern's programmes on the ground driving Concern's country advocacy?
- Has management implemented accepted recommendations from the last report, clearly laid out what improvements are necessary and how Concern will take them forward?
- Are there any other major issues arising?

Appendix II - Detailed Guidance on Specific Policies and Progress Reports

2.5. **Global Citizenship Reports**

The commentary on the challenges noted above for advocacy are similar for active citizenship or development education. Concern will continue to structure reports around the DAC criteria.

The Active Citizenship/Development Education report should look include the following information.

i. Relevance of Concern's active citizenship programmes and interventions.
ii. Efficiency: Less of an issue of cost but an analysis of whether Concern's active citizenship work has analysed and chosen the most likely pathways and modalities for effectiveness and impact,
iii. e.g. via government structures or via voluntary groups; via inputs or via campaigning….
iv. Effectiveness: This should focus on changes from baseline to end-line measures of knowledge, attitudes or behaviour on poverty related issues and other KPIs.
v. Impact: This needs to look at wider impact of Concern's active citizenship work on external surveys and opinion polls on poverty related knowledge, attitudes and behaviours as well as increases in public funding and other forms of support for the sector.
vi. Sustainability: Difficult to define in active citizenship work but potentially the extent to which Concern has supported and built motivation and capacities in Irish civil society actors for the longer-term?
vii. Learning, innovation and continuous quality improvement.
viii. Progress on overall active citizenship strategy using a number of KPIs.
ix. Commentary or judgement as to alignment with the Active Citizenship policy.

Global Citizenship: Questions to be asked by IMPACT Committee and Board

- Am I happy that I am getting an objective analysis of the quality of and progress in Concern's work in active citizenship/development education?
- Am I happy with the quality and scale of Concern's work in active citizenship? Is Concern doing the right things; is it being effective; is Concern's level of ambition right; is it the right balance with Concern's emergency and development work overseas; is it well aligned with Concern's wider communications, public engagement and advocacy work?
- Has management implemented accepted recommendations from the last report, clearly laid out what improvements are necessary and how Concern will take them forward?
- Are there any other major issues arising?

Appendix III - Schedule of Work for the Impact Committee 2026-29

Dept	Document	Doc. Type	Review Cycle	Date Approved	Review Date	Approval	24	25	26	27	28	29	30	
SAL	How Concern Understands Extreme Poverty	Policy	10 years	2022	2026	Impact Comm.			X					Policy being revised in 2026
SAL	Health Policy Replaced by Health & Nutrition Policy	Policy	10 years	2019	2026	Impact Comm.			N/A					Retired
	Health & Nutrition Policy	Policy	10 years	Pending 2026	2030								X	Five years - 2030
SAL	Education Policy	Policy	10 years	2019	2027	Impact Comm.				X				"Next Review" amended from 2029 to 2027
SAL	Livelihoods Policy	Policy	10 years	2016	2027	Impact Comm.			X					Will incorporate relevant elements of Social Protection Policy and Microfinance policy which will be retired.
SAL	Social Protection Policy	Policy	10 years	2016		Impact Comm.			X					
SAL	Microfinance Policy	Policy	10 years	2016	Retired	Impact Comm.			N/A					Retired
SAL	Partnership Policy	Policy	10 years	2019	2029	Impact Comm.						X		
Emer gency	Approach to DRR	Policy	9 years	2016	2027	Impact Comm.				X				
Emer gency - PSU	Approach to Protection	Policy	7 years	2018	2027					X				"Next Review" amended from 2025 to N/A - This will be revised in 2026, renamed and turned into a guide. A separate Protection Policy will be developed
SAL	HIV and Extreme Poverty Policy	Policy	10 years	2007	N/A				N/A					Retired

Appendix III - Schedule of Work for the Impact Committee 2026-29

(Cont.)

Dept	Document	Doc. Type	Review Cycle	Date Approved	Review Date	Approval	24	25	26	27	28	29	30	
SAL	Advocacy Policy	Policy	5 years	2021	2026	Impact Comm.			X				X	"Next Review" amended from 2031 to 2026. "Review Cycle" amended from 10 years to 5 years
SAL	Active Citizenship Policy	Policy	10 years	2017	2027	Impact Comm.				X				Renamed as Global Citizenship Policy
SAL	Geographical Targeting Policy	Policy	10 years	2017	2027	Impact Comm.				X				
HR/EMER/SAL	Equality Policy	Policy	10 years	2005	2026	Impact Comm			X					"Next review" amended from 2025 to 2026; "Directorate" amended from SAL to HR, EMER and SAL
Emergency	Approach to Emergencies	Policy	10 years	2018	2028	Impact Comm					X			
Emergency	Conflict transformation policy	Policy	5 years	2024	2029	Impact Comm	X					X		

Assumptions:

1. The role of the IMPACT Committee does not change.
2. It remains focused on oversight of programme quality, progress and results.
3. It remains focused on oversight of programme policies and relevance of and adherence to same.
4. Selected agenda items will have greater time and oversight at Board level.
5. This is based on current configuration of Concern's policies[1] and key areas of work.