Concern Worldwide – Income Committee (V1.1)

Terms of Reference – June 26, 2026

Introduction

The Income Committee has been established by the Board of Concern Worldwide to provide enhanced strategic oversight and assurance to the Board in relation to the organisation's income generation activities, ensuring that Concern's income streams remain diversified, sustainable, and aligned with organisational values and strategic priorities.

1. Role

1.1. The role of the Income Committee is to provide strategic oversight to the organisation's public fundraising strategies for maximising income from public donations; to provide oversight, and share advice, with respect to the development of both existing and new streams of major donor income; to provide oversight of the institutional funding strategy to ensure that Concern is effectively positioned to secure and manage funding from institutional partners.

1.2. The Committee shall consider the outcomes of the relevant strategic actions and related initiatives, using the results to guide their advice, decisions and recommendations.

1.3. The Income Committee shall work collaboratively with the leadership of Concern to ensure that related risks are being managed in a manner that takes account of legislation, good practice, and the organisation's risk appetite.

2. Membership

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

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

2.3. Committee members shall be appointed to the Income 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 on the Income Committee 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 Income 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 on the Income Committee for a three-year term plus, on approval of the Board, a further term of three years.

2.7. The Director of Development and Fundraising of Concern Worldwide, the International Programmes Director and the Finance Director and/or Chief Operations Officer are fixed invitees.

2.8. The Director of Development and Fundraising and the International Programmes Director will jointly lead on the Senior Management Team's engagement with the Income 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 one, the other will deputise.

2.9. Other members of Concern management and staff may attend as deemed appropriate by the Chair.

3. Meetings

3.1. The Income Committee is expected to meet at least twice yearly and 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 Income Committee must be a member of the Board of Directors of Concern Worldwide.

3.3. Subject to the term limits for Board members serving on the Income Committee, Board members shall be permitted to serve as Chairperson of the committee for a three-year term plus, on approval of the Board each time, a further two terms of three years apiece.

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

4. Responsibilities:

The Income Committee's remit covers the fundraising activities of the ROI fundraising team, global fundraising investments, and all global institutional funding.

The oversight of the funding performance of each subsidiary or affiliate entity, which falls under the supervision of their respective boards, is not within the scope of this committee.

4.1. **Policies:** The Income Committee shall consider core and draft policies related to new areas of work and/or related to a significant risk to the organisation and approve same, where authority has been delegated to them to do so, or make recommendations to the Board with respect to same.

Assigned Policies: 1) *Income Policy*; and 2) *Ethical Fundraising Relationships with Major Donors, Foundations and the Corporate Sector – Policy and Guidelines.*

4.2. **Strategy:** The Income Committee shall provide oversight, on behalf of the Board, on the implementation of strategic actions and progress made toward achieving strategic objectives related to maximising income from both public donations and institutions, as well as progress made toward the development of both existing and new streams of major donor income.

Assigned Strategies and Strategic Objectives: Concern Worldwide Strategic Plan, Development and Fundraising Strategy, Institutional Funding Support Unit Strategy, other strategies and strategic objectives related to income that may be recommended by management from time to time.

4.3. **Risk:** The Committee 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.

Assigned Risks: As per the Risk Register.

4.4. **Standards:** The Income Committee shall, on behalf of the Board, gain satisfaction that, Concern is in full compliance with reporting requirements and sector-wide standards, or that any corrective actions identified are being addressed.

Regulations and standards: Charities Institute Ireland Triple Lock Standard.

4.5. **Other:** The Income Committee shall remain informed of trends in philanthropy, and innovation in public, major giving and institutional funding; sharing any relevant insights with management and, where appropriate, with the Board, to assist in the identification and introduction to prospective major donors and funders in line with Concern's policies and values.

5. Reporting responsibilities

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

6. Other matters

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

7.2. The Income 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.