

date of meeting	21 September 2023 between 9am-12am
location	online – via Microsoft Teams
subject	Board of Trustees Meeting
participants	Board Members plus NMT members as per the agenda below
author	Ms Judit Almási

Agenda

1. **Welcome and introduction to the agenda (10 minutes)**
Presenter: Gábor Balás, Chair of the Board
2. **Q&A on Financial Report (Jan-Aug 2023), the FR Report (Jan – Aug 2023) (30 minutes)**
Participants: Krisztina Vámosi (F&OD), Ágnes Romet-Balla (FD&CD)
3. **Current development regarding property sales and purchase (20 minutes)**
Presenter: Szabolcs Pechan (YC&FSD)
Participants: NMT members
4. **Update on the Implementation of the Reinforced Sustainability Strategy (20 minutes)**
Presenter: Szabolcs Pechan (YC&FSD), Gergely Kiss (ND)
5. **Program dilemmas: current and future role of SOS HU in the Hungarian child welfare system (30 minutes)**
Presenter: Léna Szilvási (QMD)
6. **Children’s Villages International issues (General Assembly, MCO, GSC) (50 minutes)**
Presenter: Gábor Balás, Chair of the Board, Alo Tammsalu (CVI Representative), Gergely Kiss (ND)
7. **Upcoming events, others (10 minutes)**

1. **Welcome and introduction to the agenda**
Gábor Balás presented the agenda what was unanimously accepted with slight modification regarding the order of the points suggested by Gergely Kiss. Minutes will be certified by Anna Ungár and László Szászko. Minutes will be prepared by Judit Almási. Meeting will be recorded.
All the meeting organizational points were accepted unanimously.

6. **Children’s Villages International issues (General Assembly, MCO, GSC) (50 minutes)**
Presenter: Gábor Balás, Chair of the Board, Alo Tammsalu (CVI Representative), Gergely Kiss (ND)

The meeting started with topic number 6, as *Gergely Kiss* wanted to share an information at the beginning related to this point. “We planned to present international topics from 3 different angle, as the onboarding of Gábor Balás into the international network started with our common participation to the General Assembly Meeting in Innsbruck”-started *Gergely Kiss*. “I am ready to share some international topics with you as well as Alo is ready to share a presentation regarding the summary of our region and it’s activity.” – continued he.” Before this I would like

to share with you that the Executive Board of the General Secretariat (GSC) asked me to fill the position of Transformation Lead for a 1 Year period. The multi-layered crisis of the GSC made it necessary to create this position. Member countries are not satisfied with the efficiency of the performance of the GSC included the level of their services and the realization of targets described in the strategy.

The aim of the transformation is not just a cut for an agile organisation but a so called zero base approach to find the best possible solution on long term to rebuilt trust inside and towards our organisation. Creating an international organization based on new philosophy supported by shared service centres could be a solution.”- explained him. “For the above mentioned reasons this is very important for the Management to fulfil this position by a member association ND.

My line Manager will remain the President of the Board of Trustees – to avoid any conflict of interest- SOS Hungary will just “lend” its ND for a specified period. With the NMT we discussed in details what could be the risks for our organization, for example HR constrains due to substitution of ND tasks among others. For your kind information the current assignment can be terminated from both sides during a month period.” summarized he the situation.

The deputy ND will be **Szabolcs Pechan** till the end of next August. His present duties will be shared between colleagues. We designed a temporary Organigram to support this modified operation, which will be presented for you for approval in our next Board of Trustees meeting in November.

“Before your reaction I would like to share my personal experience of the meeting in Innsbruck: general disorganization, dramatic uncertainty and distrust. In the case that Geri can continually and transparently communicate to the Board of Trustees, SOS Hungary as organization can support Geri in this mission and Hungary can step out onto the international stage, this could also be the first step to a future supporting country role.” mentioned **Gábor Balás**.

Discussion started between Board members regarding the possible risks of the fact that two NMT members will leave in the same time, even if Gergely Kiss only intermittently. In the name of NMT **Krisztina Vámosi** expressed that the redistribution of the main managerial tasks were done with the unanimous accord of all members. They are aware of the possible multiple tasks and they are ready to take them all in order to support Geri to fulfil his transformation work. Some of the board members were more critical, some of them were more focused on the possible positive outcome for SOS Hungary. **Alo Tammsalu** confirmed that there is a real inevitable need of change for the international organization and he is supporting Gergely Kiss in his new challenge. He mentioned that in the case of success all member countries will benefit, primarily SOS Hungary as the sponsor member association of the transformation lead. **Gábor Balás** highlighted that there will be two contract to prepare: the working contract of Geri and the contract between SOS International and SOS Hungary. **Gábor Balás** suggested to get through the agenda points, than come back to the decision if the *Board and the NMT wish to accentuate that the transformation project will be realized with the support of SOS Hungary Board*. He also thanked all the comments regarding that topic, and continued:” **our agenda today shows the high level of stability of our foundation with an outlook to our next strategy.**”

2. Q&A on Financial Report (Jan-Aug 2023), the FR Report (Jan – Aug 2023) (30 minutes)

Participants: Krisztina Vámosi (F&OD), Ágnes Romet-Balla (FD&CD)

Krisztina Vámosi presented the results based on the presentation sent out before the Board meeting. She presented the local income bank interest and real estate details. Explained the running costs and the maintenance and investments costs as well. She summarized: “

In the first 8 months, we achieved a 24% increase in local income (HUF361 million) compared to plan, while keeping costs at the planned level. One of the biggest items of the annual investment plan, the completion of the modernisation of the Kecskemét Community Centre, has been postponed from spring to autumn due to a thorough needs assessment. We will carry out a more comprehensive renovation comparing to the original plan. The foundation has today 12 months reserve.

Following the successful sale of the property in Kőszeg, our cash reserves have increased significantly, while the value of our fixed assets has decreased.

The excess of the financial reserve over the amount needed for operations is used for interest-bearing recurrent bank deposits (Erste and OTP). Based on the figures so far, we maintained our financial stability. Optimal utilisation of the reserve should be a major focus of the current

autumn planning workshop." I give the floor for Ágnes Romet-Balla who will confirm with some more details the positive financial picture.

Before FR presentation **Gergely Kiss** interjected with a short speech addressed to Ágnes who will leave SOS Hungary after 8 years of exceptionally effective and creative managerial activity. He thanked her unique added value during this period. He highlighted that the transparent way she handled her career change and her handover preparation is exemplary as well.

"I will of course do my utmost to facilitate a smooth transition"-started **Ágnes Romet-Balla**.

"I will show you the Revenue results of the present and the expected result for next year you will see a clear and encouraging picture. Fundraising channels are continuously growing"-continued she. She presented the current results: general over performance, F2F, P2P started half year earlier, strong TM, higher legacy and record in 1% tax received. Talked about the cumulated income, the current results in communication: new channels: Tiktok and Viber and gave outlook to the future as well. Regarding the future, next year: solid contracts, very good data base, already designed tele marketing actions.

After FR presentation **László Szász** asked her: "what would you say for us a bit like during an exit interview regarding your experience with SOS Hungary?" "I think after a certain time there are no more challenges regarding most of the positions, people fulfill automatically their duties. Could be interesting to organize international exchange programs, longer than a few days, like Geri now, for a month for example....to work out an exchange or mentoring program could be a retaining power, I can mention that in my case, or in the case of my colleague Andi who will leave soon as well it could work" answered she the question.

"Does anyone have any other question?" asked **Gábor Balás**.

4. Update on the Implementation of the Reinforced Sustainability Strategy (20 minutes)

Presenter: Szabolcs Pechan (YC&FSD)

Szabolcs Pechan shared the word document sent before to the Board participants. The Reinforced Sustainability Strategy governs the activity of SOS Hungary in the period of 2022 – 2025. As a reminder he mentioned that this strategy was developed with the active participation of colleagues as a bottom-up initiative. He summarized the activities regarding the 3 main pillars: opening new windows and partnerships, innovating alternative care and quality focus and sustaining sustainability. We included the 3 pillars in 14 strategical actions that we follow up during NMT each quarter of the year." He also talked about the deviations from the original plan from the 14+1 (Refugee Program) 5 are already before closure.

Regarding the main Achievements he mentioned the major milestone by handing over our foster care services to another network in Vas County. Within the framework of the SOS Fund strategic initiative we worked together with an implementing partner (Global Dignity Foundation) and reached more than 100 children from disadvantaged background to deliver a cohesive education program to them. ('Recode your life') We successfully closed the pilot program. "Thanks for Ágnes Romet-Balla for her energy in this project" -added he. After that he went through all the projects one by one explaining the details. "Altogether we can state that the strategy implementation is going to the right direction with the right speed but with some flexible modifications to accommodate to the changing situation on the ground. (Refugee crisis, economic challenges, transforming real estate market etc.) With the new initiatives we are successfully moving toward an even more flexible, innovative and partnership focused organisational model. At the same time we are promoting integration, increasing the number of beneficiaries and stabilizing our sustainability." summarized he.

Gábor Balás thanked the presentation and gave the word to **Léna Szilvási** by saying: "maybe we have reached the point to take more initiatives in our Strategy" we will come back to this topic and to the reorganizational topic after her presentation.

5. Program dilemmas: current and future role of SOS HU in the Hungarian child welfare system Presenter: Léna Szilvási (QMD)

Léna Szilvási started her presentation with the topic of program dilemmas: current and future role of SOS HU in the Hungarian child welfare system. She mentioned that “even if SOS covers only the 1% of children needing alternative care in Hungary, the role in innovation especially between the organizations working in the domain of child protection or our role in media the reputation of our colleagues provide us with a more important position” Talked about the current role of SOS Hungary and the possible options as future service provider. **Anna Ungár** commented the presentation by saying: “I am far from being an expert on that field but I fully support Léna’s ideas regarding the future strategy.”

Gábor Balás took back the word by saying: “I have the feeling that we were a bit too much careful avoiding totally risks in our strategy in general, in case we would revise it we do not need to wait till 2025”. We need to start a long-term thinking. “In connection with the topic presented by Léna regarding all the pilot programs in SOS Hungary in general: it is very important to analyze, measure and report in details these results for future development. In case we want to share our model programs it is very important to show its benefit for example for the government. **László Szászokó** added: “the sentence that I liked the most from Léna’s presentation is “any combination of above”. “There is one only weak point: since years SOS internationally as well is talking about the importance of family strengthening programs. Where we are with this? It can be a path for future but even after a long time we do not know how to handle this topic. There are 2 way: to put an accent on this topic, or to not to be involved in it at all.

Ágnes Simonyi asked: “do you have the competence and the workforce to plan on long term?” At this point **Léna Szilvási** explained the details of the difficulty to cooperate with the official welfare services. Reacting to the comments **Léna Szilvási** summarized: even if we should remain flexible boosting creativity for any kind of program creation, we should have a focus, to be able to provide the best possible workforce supporting our strategy.

Szabolcs Pechan mentioned, that regarding the future strategy preparation discussions can start at the beginning or in Autumn of 2024 depending the situation, he would be very glad to involve the Board of Trustees in this preliminary phase of the next strategy. Regarding the competence of the workforce, he mentioned that after the reorganization due to difficult period in 2018, colleagues working hours are really used, and there are not a lots of remaining capacity to innovate, create programs. **Gergely Kiss** thanked the presentation of Léna Szilvási. He told, that he feels that the words of Gábor Balás are really valid regarding the modesty of the Strategy.

Tímea Lovig mentioned that in case we will implement these programs through partners based on the experience of refugee program a solid criteria and process system is available. She agrees with László Szászokó, that the base of all program creation is the honest and detailed measurement and evaluation of our past activity in this field. **Ágnes Simonyi** added that the international background of SOS Hungary is a relevant base of our future advocacy role. **Gábor Balás** closed and summarized this topic asking **Alo Tammsalu** to give his presentation mentioning that after that the Board of Trustees will come back to the topic of the organizational issue and that regarding strategy the Board of Trustees will be invited to a separate dedicated meeting.

Alo Tammsalu started his presentation by showing the world map of EUCM region (30 MAs) included CEE region with 15 countries. Mentioned that there are 2881 programs worldwide. Talked about Beneficiaries. SOS Worldwide responded in total 25 crises in 31 countries, including: conflict in Ethiopia, drought in the Horn of Africa, war in Ukraine and mass flooding in Pakistan. Of the 1,386,400 people we reached through humanitarian action, 792,700 (57%) were children under the age of 18. There are 99,300 families in our family strengthening programs. The total revenue is insured by 4.4 million donors worldwide. He talked in details regarding FR results on international level.

After this presentation Gergely Kiss left the online conversation in order to let the Board decide about his international involvement. The Board made the decision that SOS Hungary is supporting the 1 year long transformation project lead by Geri. The Board is interested to have

regular feedback of his activity, to comment this international activity. After that, Gábor Balás asked Gergely Kiss to present the organigram for this 1 year period. "This organigram will be valid from the 1st of October till the 31th of August next year, All the job description and working contracts will be prepared for this period. There will be a separate Director position for the Youth and Family Strengthening Program. In the person of Szabolcs Pechan an Operation Director (OD) will support the work of the ND. The Project Coordinator and the IT Manager will report to him. There will be a Project Director in the person of the present Refugee Program leader who will be responsible for the tenders as well. No modification on FR side for the moment."- presented he. Gábor Balás summarized: till the next Board Meeting in November you will than start to function in this way, in November if everything goes well the Board will vote for the new Organigram.

Regarding the precise date of the next Board Meeting members will be contacted.



Confirm the minutes
Ms Anna Ungár

h. Szabolcs Péter



Confirm the minutes
Mr László Szász



Confirm the minutes
Mr Gábor Balás



Writer of the minutes
Ms Judit Almási

