

**Biennial Report  
2016 and 2017**



**MAHAK**

Society to Support Children  
Suffering from Cancer

[mahak-charity.org](http://mahak-charity.org)





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## Your guardianship guarantees our performance

### Message from the Chairman of the Board of Directors

The introduction to MAHAK's founding resolution contains a beautiful verse by Hafez that translates approximately:

I am determined, if I can do so to take steps towards ending sorrow

Twenty-six years ago MAHAK's founders were inspired by this verse to compose the founding resolution, which further elaborates their humanitarian goals. Early on, we began to refine this verse's message and its intrinsic intentions, and started our work with the slogan, "Help us and let us help you".

The formation of the board of trustees and the board of directors, the increased participation of our benefactors, the hiring of management and the training of staff, along with improving the quality of their activities, further defined and enhanced the path we had chosen. But it seemed these actions alone were not sufficient.

MAHAK Pediatric Cancer Treatment and Research Center (MPCTRC) was inaugurated in the spring of 2007.

From the very beginning, the presence of our knowledgeable professor, 'Parvaneh Vossough', along with the physicians who put their expertise at our service, resulted in this genesis. But the question raised after the opening of the hospital was how to afford the huge cost of providing treatment and support services for children with cancer. In other word, with each success we encountered even more challenges.

"Love came first, and made everything easy but later problems came along."

The huge philanthropic potential and compassion in our society pointed to perhaps the only solution. We had to take steps to be able to provide the best services to cancer-stricken children and their families and to better identify their needs by making changes that would elicit further public support. Redesigning MAHAK's structure, moving toward systematic thinking, and devising a culture of constantly creating more value for cancer-stricken children and their families and consequently creating more value for our benefactors was our mandate. So we developed the first strategic plan, formulated the annual operational plan and devised a budget; changed the organization's focus to the training of management and supervisory layers, developed communication systems, established quality assurance controls that included feedback from stakeholders, equipped the hospital with advanced systems and technologies, employed the best diagnosis and treatment specialists, employed nurses and practitioners and, finally, established a multi-disciplinary approach to treatment, all of which led us to provide better services to our children.

The result of these activities is the fulfillment of the four core principles to which we are committed: transparency, accountability, appreciation and aesthetics. These core principles serve to connect us with MAHAK's ever-expanding family and thousands of people who know compassion, understand love and generously extend both towards children with cancer. The fruit of this love is the realization of the first principle of MAHAK's Vision Statement which unequivocally states that no child will be refused treatment due to insufficient financial means and furthermore that all treatment and supportive services will be provided for children with cancer all over the country. As a result of this approach, until March 2018 more than 30,000 children have been supported by MAHAK in hospitals nationwide with hematology and oncology wards.

MAHAK strives to enhance the quality of the services provided to cancer-stricken children and therefore always takes part in national and international assessments. MAHAK gained consultative status with the United Nations Economic and Social Council (ECOSOC) in 2001, received the Quality Silver Trophy from GIC International Institute in 2011, received the Gold Award from the International Project Management Association (IPMA) in 2014, and was ranked 4th in the world among NGOs by the Société Générale de Surveillance (SGS) NGO Benchmarking Audit in 2014.

These achievements are all results of our benefactors' support. We appreciate you for your constant care and patronage, which we are able to transform into support and treatment services for our children afflicted with cancer. Your guardianship guarantees our performance.

Javad Karbassizadeh

## Mission Statement (2017 - 2021)

MAHAK is a philanthropy established with the charitable and altruistic goal of serving humanity by combatting pediatric cancer nationally and internationally through medical care, research and support services. MAHAK is a non-profit, non-political, and non-governmental charity, dependent exclusively on public support provided in the form of funds, as well as in-kind, goods, services, and technical expertise.

Offering comprehensive services to children with cancer and their families, providing the most advanced and effective treatment services while observing the International Charter of Patients' Rights, employing up-to-date scientific advances and establishing a new research center in order to contribute to identifying the causes of childhood cancer, and its preferred methods of diagnosis, prevention, and treatment comprise the mission of this organization.

In contributing to the reduction of the pediatric cancer rate in Iran, MAHAK has adopted a novel approach by investing in raising awareness, and in prevention education. With the objective of optimally utilizing human resource capabilities, volunteers and employees work in close cooperation to make sure humanitarian objectives are met to the highest standards. Accessing the most recent technologies enables us to further develop key capabilities.

By addressing pediatric cancer in this manner, MAHAK espouses the ideal of helping fellow human beings. Transparency, appreciation, and accountability are MAHAK's most valued principles.

MAHAK, is a multi-disciplinary organization with one of the largest specialized hospitals in the Middle East and as a result of its commitments and transparency in giving comprehensive services under one roof according to international best practices, is the most trusted organization for individual and institutional benefactors who believe in the optimal utilization of scarce resources as measured by effectiveness and efficiency indices.

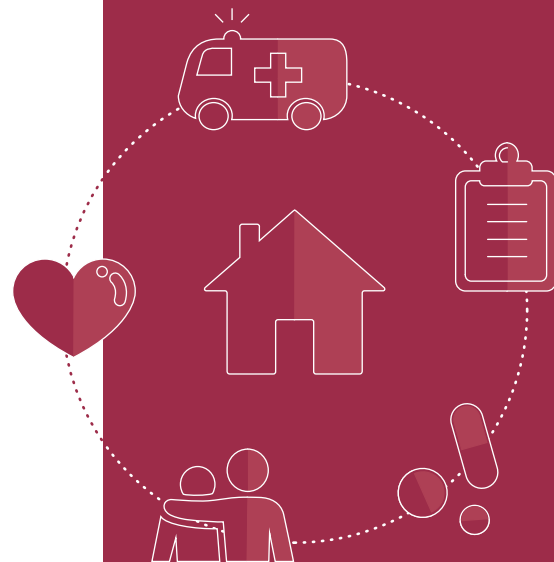


## Vision Statement (2017 - 2021)

MAHAK believes that parents should have no other concern than their children's recovery and also believes that with the parents present, the children can pass the treatment processes more happily, with more hope and that consequently both children and parents can change their focus from living or not, to the lives they will lead in the future.

MAHAK ensures that every child with cancer and their families receive comprehensive and integrated services across the country and provides them with up-to-date treatment services in accordance with national and International standards. By raising awareness and education, effective diagnosis occurs in the early stages and support is provided from the very first moment a diagnosis is rendered. MAHAK strives to provide the public with the latest cancer-related information, news, necessary resources and recommendations, and by expanding its cooperation with national and international research and treatment centers, MAHAK employs the most effective methods of cancer treatment, consequently decreasing the rate of pediatric cancer.

MAHAK is known as a charity organization that serves as a model for reliability, as well as for the implementation and evaluation of programs for national and international organizations alike. By all standards, MAHAK finds its place as a top-ranked organization among NGOs, not only overall, but also in every field of its numerous activities.



## Members of Board of Trustees



**Mardawig Alebouyeh, M.D.**

Chairman of Board of Trustees,  
Pediatrician and PhD in Pediatric  
Hematology - Oncology,  
Retired University Professor at Shahid  
Beheshti University of Medical Sciences



**Manouchehr Amirfaiz, M.D.**

PhD in Pediatric Surgery and Urology,  
Member of University Audit Committee  
and Retired Professor of Pediatric  
Surgery at Shahid Beheshti University  
of Medical Sciences



**Parviz Behnam**

PhD in Accounting,  
Managing Director of Farzam  
Management Services Institute



**Mohsen Khalili**

Electromechanical Engineering,  
Chairman of the Board of Directors of  
Bootan Company



**Iraj Shoja Nia**

Agricultural Engineering,  
Retired



**Late Mohammad Seddiq**

Machinery Engineering



**Late Farkhondeh Badrolsadat Afghahi**

Retired



**Mohammad Ebrahim Ohadi, M.D.**

Neurologist,  
Head of Psychiatry Department at  
Atieh Hospital



**Ahmad Pourfallah**

Master of Industrial Management,  
Managing Director of SECCO Iran



**Mohammad Reza Rafii, M.D.**

PhD in Anatomical Pathology,  
Retired Professor at Shahid Beheshti  
University of Medical Sciences



**Farrokh Sheybani, M.D.**

PhD in Ophthalmology,  
Ophthalmologist





**Abdolmahmoud Zarrabi**

MS in Management,  
CEO of Karafarin Insurance



**Late Naser Mahabadi**

BS in Banking



**Samad Taheri**

MS in Banking & Finance,  
Former CEO of Dana Insurance,  
Former Member of the Governing  
Council of Hafiz Insurance



**Ahad Atef Vahid, M.D.**

PhD in General Surgery,  
General Surgeon



**Farbood Farhi, M.D.**

PhD in Pathology



**Saideh Ghods**

Founder of MAHAK,  
Master in Urban Sociology



**Safieh Ghods, M.D.**

PhD in Psychology



**Javad Karbassizadeh**

PhD in Electrical Engineering



**Pariwash Ladjevardi**

Doctor of Business Administration (DBA),  
Retired from Electromedical Ltd. and  
Siemens AG



**Esfandiar Mobasheri**

MS in Civil Engineering



**Zia Mottahedan**

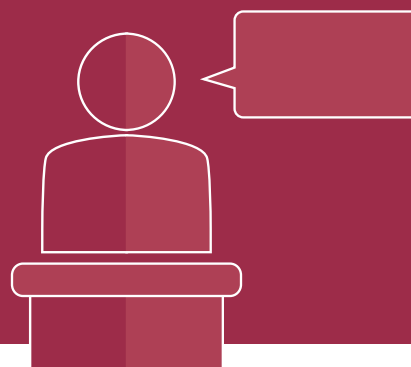
BS in Economy and Management,  
Founder and Chairman of Board of  
Directors of Iran Rivets Co.



**Late Professor Parvaneh Vossough**

Chairwoman of Board of Trustees,  
PhD in Pediatric Hematology - Oncology

## MAHAK's Scientific and specialized Activities in 2016 and 2017



### **The 2<sup>nd</sup> Biennial International Pediatric Oncology Congress in Memory of Professor Parvaneh Vossough**

The 2<sup>nd</sup> Biennial International Pediatric Oncology Congress in Memory of Professor Parvaneh Vossough was held jointly by MAHAK, the Iranian Society for Pediatric Hematology and Oncology (GPOH) and the German Society for Pediatric Oncology and Hematology in May 2016. The speakers included Dr. Mardawig Alebouyeh, head of the congress; Dr. Dirk Reinhardt, pediatric hematologist and oncologist from Essen university hospital and the head of the AML committee in IBFM; Dr. Ursula Creutzig, hematologist and oncologist from the University of Hanover; and Dr. Jacqueline Cloos, cancer field researcher.

### **Specialized Meeting of Support Services Volunteers**

A Technical Meeting of Support Services Volunteers was held at MAHAK and attended by hundreds of volunteers from across Iran including social workers, psychologists, and support services professionals. The meeting focused on issues related to supporting children with cancer and was designed to devise and communicate coherent models for “crisis management,” “the best way for volunteers to deal with cases of children with cancer,” “effective communication skills,” and “problem solving”.

- The Conference on Pediatric Oncology Nursing**

A one-day Nursing Conference on Pediatric Oncology was held at MAHAK where oncology nurses, pediatric nurses, paramedics and support services experts presented technical and educational articles dealing with such topics as: nutrition for ICU patients; oncology emergencies; nursing care in case of drug leakage; the isolation of cancer patients; neutropenia: infection risks; and facilitating the treatment process.
- The 4<sup>th</sup> International Congress on Corporate Social Responsibility**

The 4<sup>th</sup> International Congress on Corporate Social Responsibility was held in February 2017 coinciding with the International Childhood Cancer Day (ICCD) under the theme of 'CSR: Best Practices in Civil Society Initiatives'. This congress was held with professional and financial support of both Iran and Tehran Chambers of Commerce, Industries, Mines and Agriculture; and scientific support of Amirkabir University of Technology and Sharif University of Technology.
- Signing an MOU to Inaugurate MAHAK's Human Leukocyte Antigen (HLA) Typing Bank**

During the 4th Corporate Social Responsibility (CSR) Congress, MAHAK's HLA Typing Bank was introduced as a result of a joint CSR project with private sector. It is a non-governmental registration center as the result of a joint CSR project with private sector to cover the expenses of the HLA typing experiments of 5000 donated samples of hematopoietic stem cells.
- The Fourth Meeting of Cancer-Centric Charities Attended by the Minister of Health and Medical Education**

The National Cancer Control Campaign along with the 4<sup>th</sup> Meeting of cancer-centric charities was held at MAHAK in February 2017, with the presence of the Minister and the deputies of the Ministry of Health and Medical Education, directors and cancer experts from universities across the country. The NGOs' issues in the field of cancer and their solutions were discussed during this meeting.
- MAHAK's presence at the 2016 World Cancer Congress by UICC**

MAHAK Charity participated in 2016 World Cancer Congress (WCC) which was held in Paris, France with the theme of 'Mobilizing Action-Inspiring Change' with the presence of more than 3000 representative from different countries. MAHAK changed its membership status from Associate to fully in 2016.

**MAHAK's presence at EEMEA Experience Exchange for Patient Organizations (EEMEA-EEPO) Connect Meeting**

MAHAK's CEO presented on the topic of "Social Capacity in NGOs" in the EEMEA Experience Exchange for Patient Organizations (EEMEA-EEPO) connect meeting organized by Roche Ltd. on December 13-14, 2016 in Casablanca.

**MAHAK's presence at the International BFM Study Group Annual Meeting**

The 27<sup>th</sup> Annual Meeting of the International BFM (Berlin, Frankfurt, and Munster) Study Group and the 10th Symposium on Children's Leukemia was held in Athens, Greece in 2016. Dr. Azim Mehrvar, Pediatric Hematologist Oncologist and head of MAHAK's Pediatric Cancer Treatment and Research Center attended this meeting as MAHAK's representative.

**Director of the International Agency for Research on Cancer (IARC) at MAHAK**

Dr. Christopher P. Wild, Director of the International Agency for Research on Cancer (IARC) paid a visit to MAHAK accompanied by Dr. Reza Malekzadeh; Deputy Director-General of Research and Technical Support for the Ministry of Health and Medical Education; and Dr. Kazem Zendehtdel, Deputy for Research at the Cancer Institute of Iran.

**The Second International Support Services Congress**

The 2<sup>nd</sup> International Congress on the Role of Supportive Bio-Psycho-Socio-Spiritual Services in Multidisciplinary Treatment of Childhood Cancer was held by MAHAK – the Society to Support Children Suffering from Cancer on November 22-23, 2017 at MAHAK with the presence of different national and international experts in fields of medical, social work and psychology including Prof. Eric Bouffet, Head of International Society of Pediatric Oncology and a representative from Ministry of Health and Medical Education.

**MAHAK's presence at the 1<sup>st</sup> Congress of International Volunteer Day**

MAHAK participated in the 1<sup>st</sup> congress of International Volunteer Day which was held on December 5th, 2017. MAHAK was awarded the commemorative plaque in the category of appreciation of health volunteers by Masoumeh Ebtekar, Vice President of Iran for Women and Family Affairs; Seyed Mohammad Hadi Ayazi, Deputy Minister of the Headquarter for the Social Determinant of Health; Hojjat Nazari, Head of the NGOs' Headquarters-the City council, Dr. Seyed Ali Javad Mousavi, the Social Deputy of Iran University of Medical Sciences.





### Initiation of the Third Strategic Planning



## Strategic Planning in MAHAK

Strategic Planning is essential for any organization concerned with development and sustainability. At MAHAK, we have always taken steps to support cancer-stricken children, and have been involved in strategic planning since 2006, the fifteenth year of our activity. Today, having implemented two five-year strategic plans and having gained extensive experience, the implementation of the third phase of strategic planning is high on our agenda.



### MAHAK's Three Strategic Plans at a Glance

#### The First Strategic Plan, 2007-2011

The first strategic plan was formed at a point when the construction of building number one was completed and MAHAK hospital had become operative. The plan's main focus was to develop a systemic perspective on the running of the organization: the formation of the systems and mechanisms for carrying out the mission, and a move towards improving the organization's quality of service delivery.

During this period, MAHAK drew on its human capital to define the four key values of transparency, accountability, appreciation, and integrity and aesthetics, and acted on them to build trust, attract more benefactors, and raise the funds required for providing services to cancer-stricken children and their families.

During this period the challenge was to benchmark business management models from the private sector and to adapt them to the core concepts of nonprofit and community-based organizations since in the non-profit pattern organizations they often lose their effectiveness, due to the significant differences between charitable and commercial organizations. A move to implement NGO benchmarking standard and continuous assessment of the organization based on this standard was a solution devised to address this challenge.

As a result of the organization's limited initial involvement in tracking data, no quantitative success indicators were identified for the first strategic plan. Consequently, the progress in this phase was monitored qualitatively. This shortcoming came under serious focus in the next phase.



### **The Second Strategic Plan, 2012-2016**

In the second strategic plan, in addition to adhering to the elements of the previous plan, emphasis was placed on educating the community on childhood cancer and on the empowerment of the NGOs active in cancer treatment.

As services and activities expanded, MAHAK identified the need for the development of structures and systems to properly support core operations. Hence, the development of integrated information technology infrastructure was identified as another second strategic axis.

Like many organizations that move from a traditional structure to a more complex one, in this period MAHAK, faced the challenge of changing its approach from a task-based into a process-oriented one. MAHAK is a multi-disciplinary organization in which the distinctions as well as the distances between its specializations have led to strengthening of its organizational boundaries. During the second strategic planning period, by promoting and enhancing the process-oriented approach, MAHAK managed to achieve a collaborative effort, maximizing the use of resources. Most importantly, notwithstanding the formal boundaries that originate from the very nature of the operation, a culture of co-operation was created and adopted, effectively becoming the organizational culture.

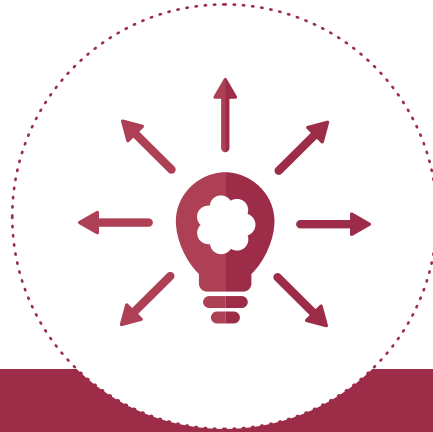
The strategies of the second plan were effectively implemented through project operations and current affairs. Process management tools were utilized to manage current affairs; while project management techniques were employed to manage projects in a better way. The second strategic plan was converted into three consecutive executive programs and its progress was monitored periodically. The latter part of the program was evaluated by the International Project Management Association (IPMA) and received the Gold Award.

The effectiveness of implementing strategies were evaluated and quantified through key performance indicators. In order to better control the allocation of resources to strategic priorities, an integrated budget was designed and put into effect.

### **The Third Strategic Plan 2017-2021**

Although a strategic plan is required for organizations of any rank, experts maintain that for organizations that are beginning to mature, it is a key element that often determines whether the organization will grow or fail. While over 26 years have passed since the beginning of our activities and more than 10 years since the establishment of the hospital, we are now firmly engaged implementing our third strategic plan. These characteristics suggest that MAHAK would be considered a mature organization, multiply the importance of this phase of strategic planning. Therefore, efforts have been made to use all MAHAK's capacities and capabilities to formulate the third phase of the plan.

Different constituencies such as members of board of trustees, members of the board of directors and executive managers were drawn upon and participated actively in the development of the third strategic plan. To guide its centralized planning process, the Strategy Steering Committee was formed with representation from each level of the organization. The committee following models of organizations that had succeeded in implementing their strategies, gathered information and determined strategic choices based on classical strategic planning methods. Approximately 40 people participated in the development of the third program over a period of 16 months from June 2016 to October 2017.



**Based on the established strategies, MAHAK will pursue the following goals over the five-year period from 2017 to 2021:**

- To maintain the same distribution of services in rural and metropolitan areas by providing all-purpose support, including financial support. To provide medicine, mental health care, welfare facilities, hygienic and educational care to the same levels, and in accordance with international standards, in all hospitals throughout the country.
- To provide advanced treatment based on the most effective and up-to-date therapies, focusing more on the benefits of a collective and multi-disciplinary approach in treating patients. To maximize capacity in each department of MAHAK hospital, with the goal of achieving an increase in survival rates and reducing the late complications of cancer treatments.
- Making use of MAHAK's unique experiences in conducting research on pediatric cancer over a 10 year period. Taking part in national and international research projects aimed at improving the patient's quality of treatment and improving the quality of life of children with cancer.
- Enhancing MAHAK's status within society, for children with cancer and their families, and for employees of the organization.

Aware of the fact that implementation of the above-mentioned developmental strategies would not be possible without the simultaneous development and coordination of operations support structures; MAHAK has considered the following axes as part of its third strategic plan:

- Development of MAHAK's mechanism model based on digital technology-based innovations
- Establishment of process management structures and projects based on international standards
- Improvement of resources efficiency
- Empowerment of human resources



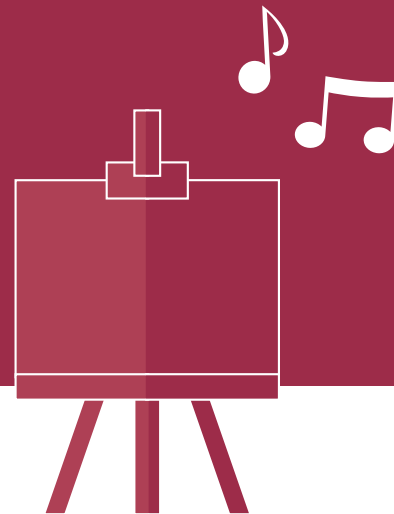




The key plan elements described are further elaborated as 10 action items and the responsibility for their implementation is assigned to the relevant departments. The executive body of the organization, which has been responsible, up to this point, for managing current operations of the organization, is now being tasked with the implementation of new strategies. This will, of course, pose a challenge in the management of both current projects and new initiatives.

In reviewing our plans for the coming years, we believe that classic strategic planning methods are a good starting point for focusing and directing our efforts towards our goals and will help us in future, but they do not have the flexibility to respond to the real challenges that organizations face as a result of permanent changes in the external and internal environments. Hence, MAHAK has taken steps to assure that strategic planning is no longer a one-off activity, but that the principles and analytical tools are applied daily and strategic thinking becomes routine.

## MAHAK's Artistic Activities in 2016 and 2017



### ● MAHAK's 25<sup>th</sup> Anniversary Celebration

MAHAK's 25th anniversary was celebrated on Thursday, May 26 at Vahdat Hall with a performance by the Kamkars ensemble in the presence of Mohammad Ali Keshavarz, Hessamoddin Seraj, and Rasoul Dinarvand the Deputy Minister of Health and Medical Education as well as many artists and benefactors. All revenues generated at this concert were donated to children with cancer.

### ● Barana Nights Festival

"Barana Music Nights" festival was held over a period of seven nights at Niavaran Palace with performances by Shahrddad Rohani, the Kamkars Ensemble, Loris Tjeknavorian, Mitra Hajjar, Kaykhosro Poornazeri, Shams Ensemble, Sohrab Poornazeri, Antonio Ray, Palette Band, Comment Band and Damahi Band. 5% of the revenues generated at this festival were donated to MAHAK children.

### ● The Second Visual Arts Exhibition, «Color of Love»

The Second "Color of Love" Exhibition was held in the Milad Tower with a selection of works by 52 contemporary artists. 50% of the revenues were dedicated to the children of MAHAK.

● **Monir Shahroudy Farmanfarmaian's Donation to MAHAK**

In 2017 Monir Shahroudy Farmanfarmaian announced that she would donate a significant artwork to MAHAK. It is the first dedication of hers to a charity and the first display of Monir Shahroudy Farmanfarmaian's artwork in a public space other than a museum.

● **Tara Behbahani's Exhibitions of Paintings by Young Artists**

Entitled "Life from My Eyes," Tara Behbahani's 10th Exhibition of works by children and adolescents was held at MAHAK in March, 2016. In this two-day exhibition, young artists presented their views on life through a selection of 72 artworks. Furthermore, the 11th exhibition of the young artists' works, entitled: "There's Good News to Come" was held in 2017 and the paintings of 72 artists ranging from 6 to 16 years of age were exhibited. All revenues were dedicated to providing medical and support services to children with cancer.

● **The Founder of MAHAK's Documentary Film screened in Cinemas**

The documentary film, "The Founder of MAHAK," premiered in July 2017, highlighting Saideh Ghods' motivations in founding MAHAK. Moreover, MAHAK's concerns in supporting cancer-stricken children were depicted from her point of view. Directed by Mohsen Abdolvahab, it was produced by Mojtaba Mirtahmasb, while Rakhshan Banietemad served as the director's consultant. This one-hour-long movie is one of six devoted to depicting the lives of entrepreneurs.

● **The Opening of the Rituals and Traditions Festival at MAHAK**

The 18<sup>th</sup> Rituals and Traditions Festival took place at MAHAK in August, 2017. This ceremony was attended by well-known artists and theatre managers including Davood Fathali-Beigi, Javad Ensafi, Mohammad Hossein Naser Bakht, Naser Avijeh, Armaghan Behdarvand, Kourosh Soleimani, ritualistic and traditional musicians, and children with cancer along with their families. The purpose of this event was to create joyful moments for MAHAK children and to turn an ordinary gathering into a great time with their friends and parents.







## MAHAK in 2016 and 2017

### CEO's Message

As MAHAK completes its 26th year, I find it my duty to inform all members of MAHAK's ever-expanding family about this organization's undertakings and achievements. The 2016 and 2017 Executive Plans and their corresponding budgets, approved in 2016 and 2017, provided the bases for MAHAK's activities over the past two years. The above-mentioned one-year programs were the sixth and seventh executive plans developed within the framework of the strategic plans approved by the organization. Devised by MAHAK's experts and supervisors these plans were integrated into department work programs by each departmental manager, while the intra-departmental integration and coordination has been effectuated by all the managers working collectively under the supervision of the CEO. During this planning period, MAHAK also implemented an experimental cost accounting system and a cost sharing subsystem, which have worked well with the organization's budget process. This program has thus addressed the most important shortcomings of previous plans, which had neither defined indicators nor developed quantitative targets pursuant to adopted goals.

It can be said that the 2017-2021 plan is, in contradistinction to previous strategic plans, the first to make quantitative targeting a major objective. It should be further noted that the implementation of the BSC model on the Strategic Plan of 2017-2021 has been an important factor in this advancement.

Overall, since MAHAK's seventh executive plan was designed within the framework of the third strategic plan and based on a weighted point system model, the budget linkages and strategic and operational indicators have been at their highest in 2017. Although our accomplishments in some projects and some current affairs have been less than in previous years, the consistency of targeted percentages with the realized amount is higher than previous programs.

The Board of Directors held 41 meetings in 2017, and in these meetings, 467 agenda items were considered and acted upon.

In the year 2017 the executive management team, formed in accordance with the hospital accreditation standard as a hospital management council, regularly held meetings and its decisions were referred to the Supreme Medical Council and the Board of Directors for approval. Also this year, the Board of Governors was created to involve technical staff and department heads in the decision-making process, as well as exchange of information information, to interact and get to know one another.

The strategic and systems management methods that were put into place in 1995 with the goal of systematically guiding the planning process through both strategic and operational management, was effective in the management of processes and projects in 2017. In this way, the planning infrastructure was systematically addressed in the organization at both the strategic and operational levels.

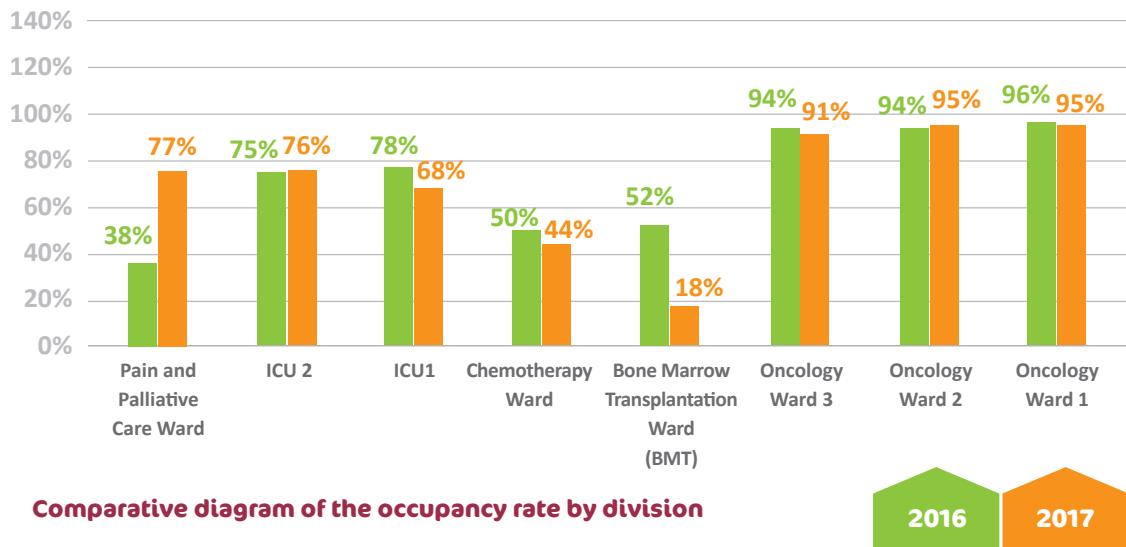
What follows is a report on MAHAK's activities in the field of services, finance, quality, human resources, volunteers and development in 2016 and 2017. We hope that as a result of our supporters' contributions, in the not too distant future we will be able to report on the recovery of all our cancer-stricken children from this disease.

# Services Index

## Treatment Services

MAHAK Pediatric Cancer Treatment and Research Center (MPCTRC) is the only highly specialized center in Iran for children with cancer, which, covers twenty percent of treatment capacity of Iran. Most of the medical services are centralized at MAHAK Hospital so that the patients' families do not have to refer to different medical centers. These services include: hematology and oncology, radiotherapy, chemotherapy, physiotherapy, and emergency services, genetic and general laboratories, radiography (ultrasound, CT Scan and MRI), palliative care, ICU, surgeries, bone marrow transplants, oncology, pediatrics, dentistry, ophthalmology and audiometry. In the oncology ward each child is assigned a private room which also accommodates a parent.

In 2017 hospital admission rates increased 9.3% over 2016 with a total of 4743 times of referrals. In 2017 oncology wards 1 and 2 experienced the highest occupation rates at 95% and the bone marrow transplant ward the lowest at 18%.



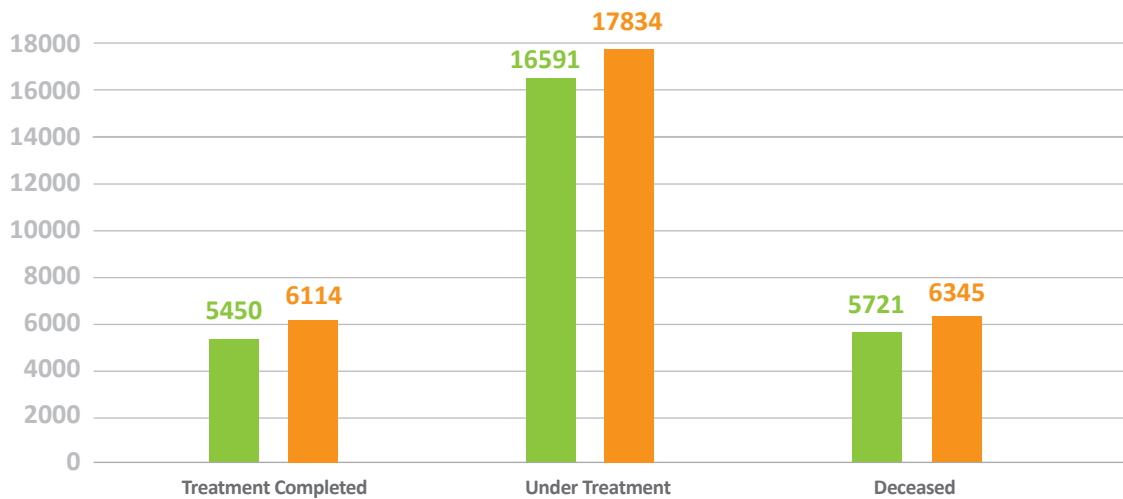
## Support Services

The support services department is the entrance point to admit children to MAHAK and all the services related to the support of the patient and their companions are performed here. Pursuant to MAHAK's guiding principles, all cancer patients below 16 are accepted without discrimination. The support services department consists of three divisions: social work, psychology and residential.

MAHAK support services volunteers are present in all hospitals with pediatric hematology and oncology wards throughout the nation, and keep track of every case in order to process accurate treatment services expenses. The Psychology division provides all the psychological services to cancer-stricken children and their families. Individual and group counseling, along with play therapy occur in the playrooms of MAHAK Hospital. Furthermore, art therapy, painting therapy, music therapy, story therapy and handicrafts are also provided.

The data relating to children supported by MAHAK shows that the per capita treatment costs increased 29.3 % in 2017 in comparison to 2016. In 2017 the number of new patients increased 9.9% for a total of 2,531 patients. In addition, the cumulative number of the patients from MAHAK's inauguration till the end of 2016 totaled 30,293, which represents a 9.1% growth in comparison to 2015.

In 2016 the total number of deceased children, and children with discontinued treatment increased by 10.4% and 12.2 %, respectively, in comparison to 2015. During the same period, the total number of children under treatment increased by 7.5%. After the earthquake in Kermanshah in 2017 a support services team including social workers, psychologists, and experts familiar with the earthquake struck zones monitored the situation of 27 cancer-stricken children living in those areas and provided required services.



Cumulative Number of Patients under Support



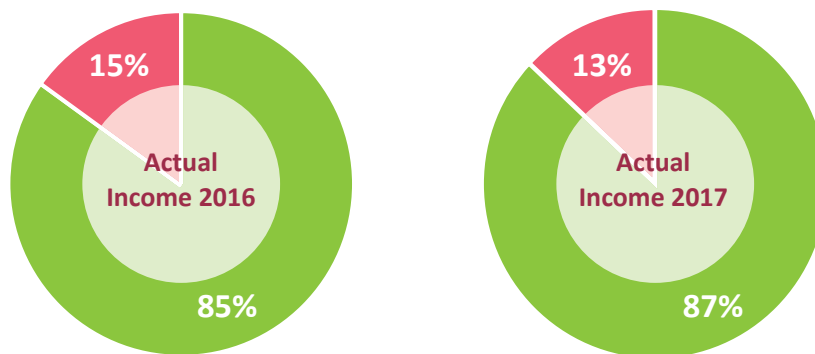
## Financial Index

The charity collects financial resources from the fundraising department and provides treatment and support services to children with cancer and their families through the support services department and the hospital. According to 2016 financial reports, 69% of all revenues are spent directly on the main target group, which is children with cancer and their families. The remaining 31% of the revenues include payments for fundraising, managing these revenues, and overhead costs.

Furthermore, in 2017 the treatment and supportive expenses constituted 31% and 33% of all the expenses while the fundraising and support expenses comprised 13% and 8%. Moreover the development expenses associated with building number 2 of MAHAK represented 7% of all 2017 expenses.

The budget approved in 2016 has been met with a positive variance of 2% over budgeted sums in total receipts and a favorable 15% variance in total payments. In realizing this budget, the charity has experienced a 3% favorable variance and the hospital has experienced a 3% shortfall from the approved budgets. Income and support payments were also found to have unfavorable variances of 8% and 23%, and support and treatment payments favorable variances of 3% and 26%.

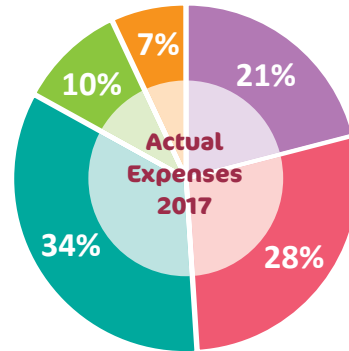
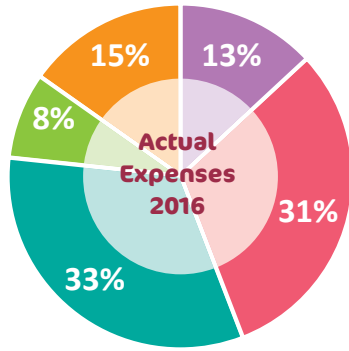
The budget approved in 2017 has faced a 14% unfavorable variance in total receipts and a 3% favorable deviation in total payments from budgeted amounts. In realizing this budget, the charity's funds received experienced a 16% unfavorable variance and the hospital's funds received faced a 4% favorable variance. In addition, the fundraising and support payments faced 50% and 23% favorable deviations (lower expenses) and the supportive and treatment expenses both had a 9% unfavorable deviation or increase in expenses.



**Distribution of actual income in 2016 and 2017**

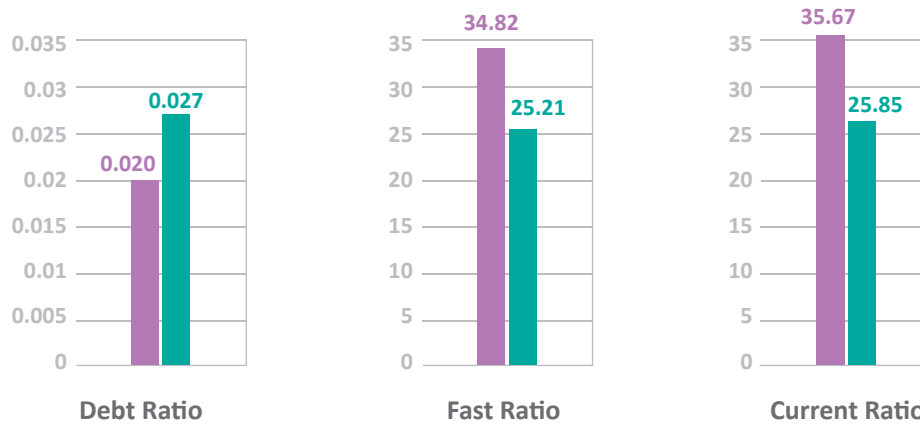
■ Hospital  
■ Charity





**Distribution of actual income**

- Charity
- Hospital
- Supportive
- Operational
- Development



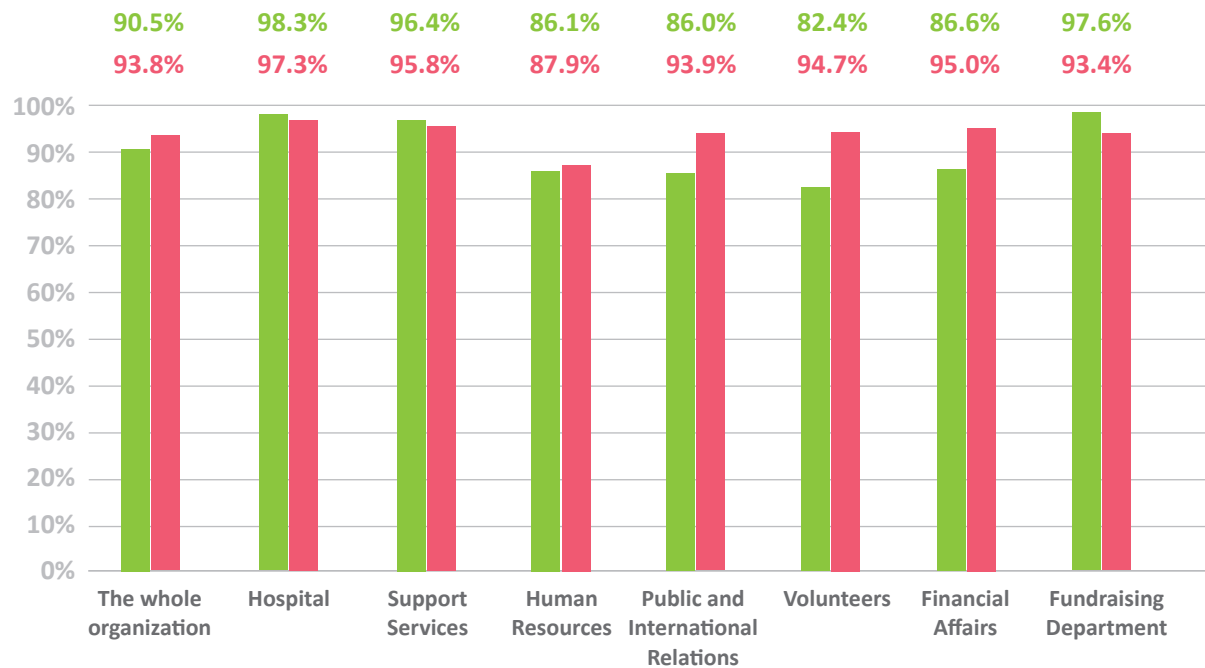
**Comparative diagram of financial index**



## Quality Index

One of the most important aspects of successfully implementing a program is the quality performance component. Since MAHAK is a service-oriented organization, quality is defined within the framework of service delivery. MAHAK's service recipients are two basic groups, on the one hand, children with cancer and their families, and on the other hand, our benefactors.

In this respect, the quality assurance department began its activities in 2009 under the supervision of the CEO. At the end of each month, this department collects data and interviews stakeholders from the relevant domains, asking service recipients to evaluate providers on a five-point system. A statistical analysis is carried out and the results are provided monthly to the CEO and then referred to the relevant administrators to assess their performances and make adjustments and improvements. All the quality indexes in 2016 were higher than expected. By these measurements, in 2016 the organization experienced an overall 2.7% decrease from with a rating of 90%. Furthermore, the quality index of the organization in 2017 saw a 3.7% increase and attaining a rating of 93.8%. In 2017, the hospital had the highest quality rating at 97.3%.



Comparative diagram of the quality assurance index

2016

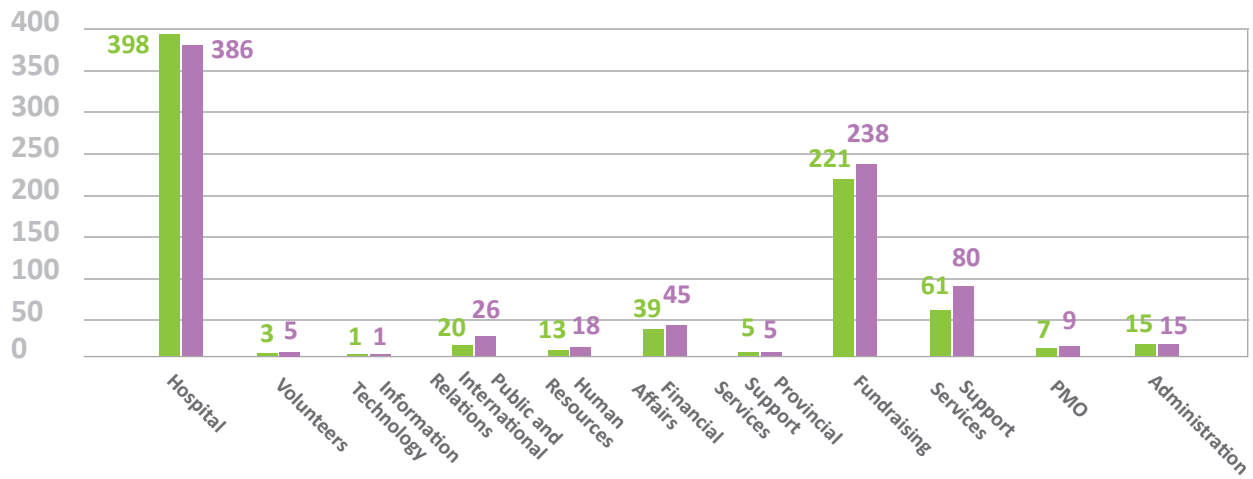
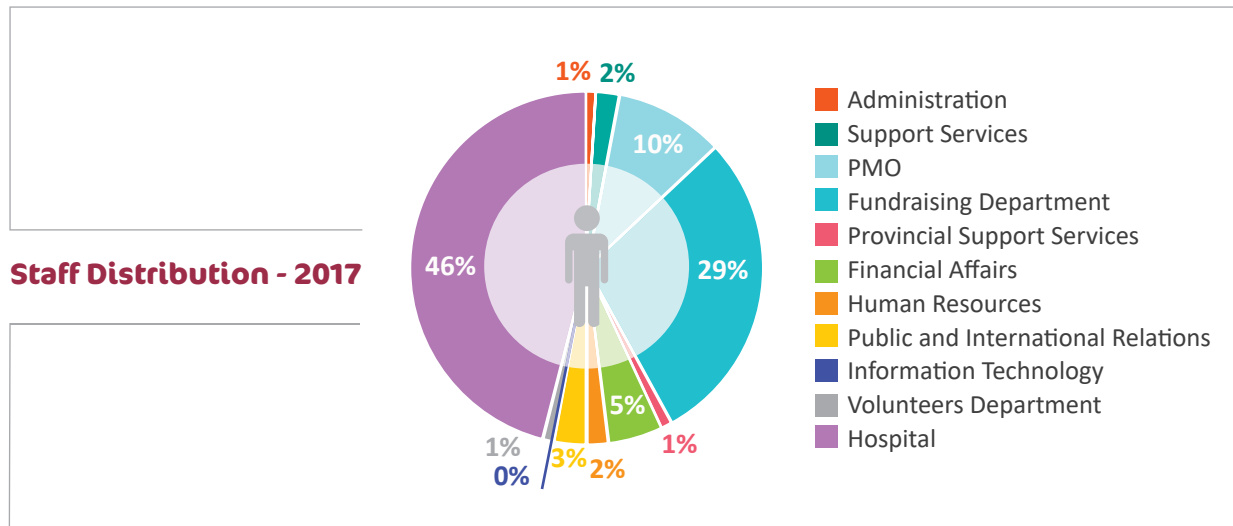
2017



## Human Recourses Index

By the end of 2017, the number of paid staff (human resources) required by the organization totaled 829, a 6% increase over 2016. In 2016 and 2017, the hospital has had the largest share of the human resources required, while the volunteers department and information technology department experienced the lowest shares.

The manpower loss ratio is one of the most important human resource indicators, and represents the ratio of manpower in the organization relative to total workforce. The index was 10.1% in 2017, a decrease in comparison with 2016. The decrease in this ratio reflects the effectiveness and efficiency of recruitment methods in 2017.



Comparative diagram of the total number of employees

2016

2017

## Volunteers Index

Volunteers logged in 120,104 hours in 2017, a decrease of 17.5% compared to 2016.

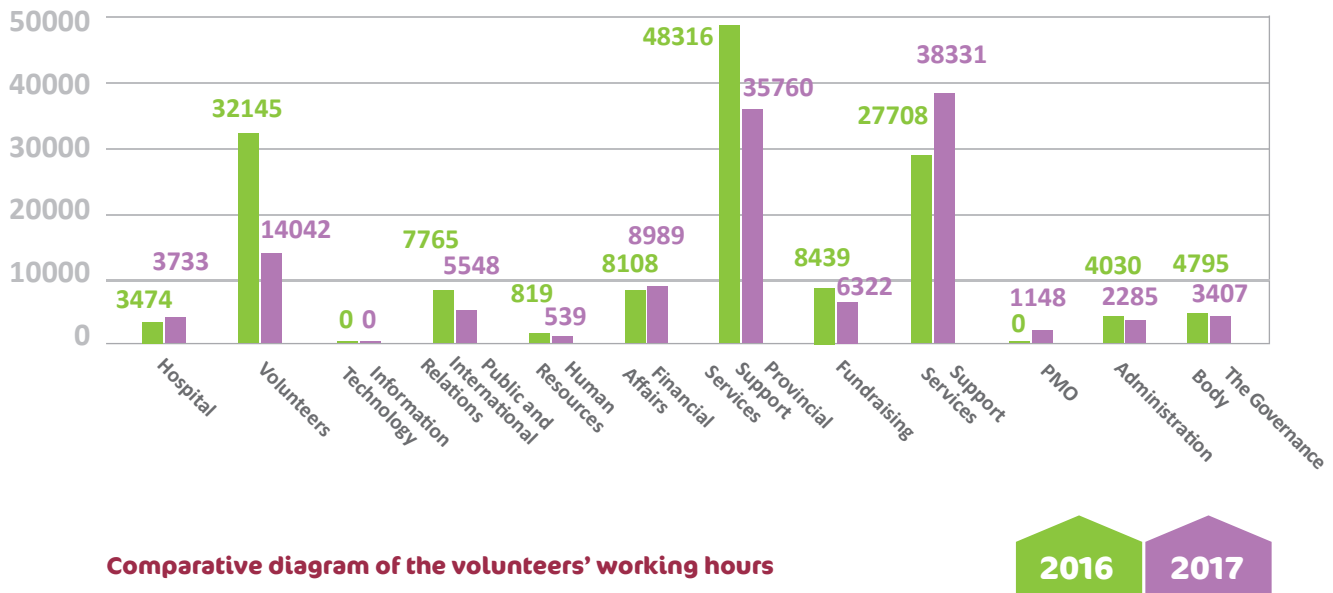
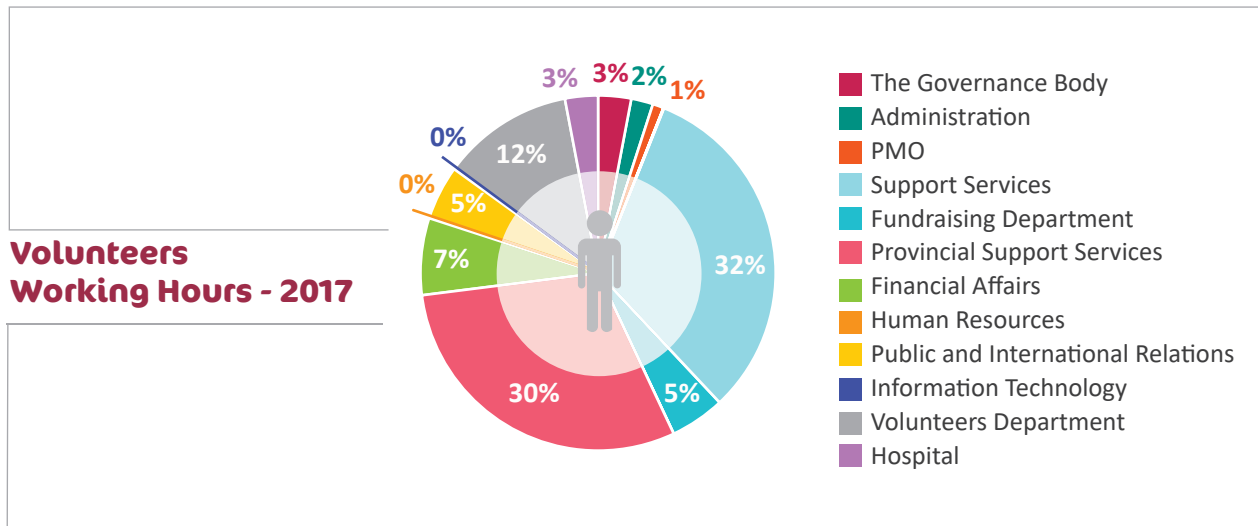
In 2016, the provincial support services department had the highest share in volunteer employment with 32%, while the information technology department experienced the lowest with a 0% share.

In 2017 the provincial support services department had the highest share of volunteers with 33% and the information technology department the lowest with 0%.

In 2017 the Rial value of volunteers' contributions in the entire organization has been identified as 15,548,970,859 Rials, a 9.3 % increase over 2016.

It should be noted that the evolution of organization's activities from general to more specialized activities has led to a reduction in the acceptance of volunteers in the organization's current affairs.

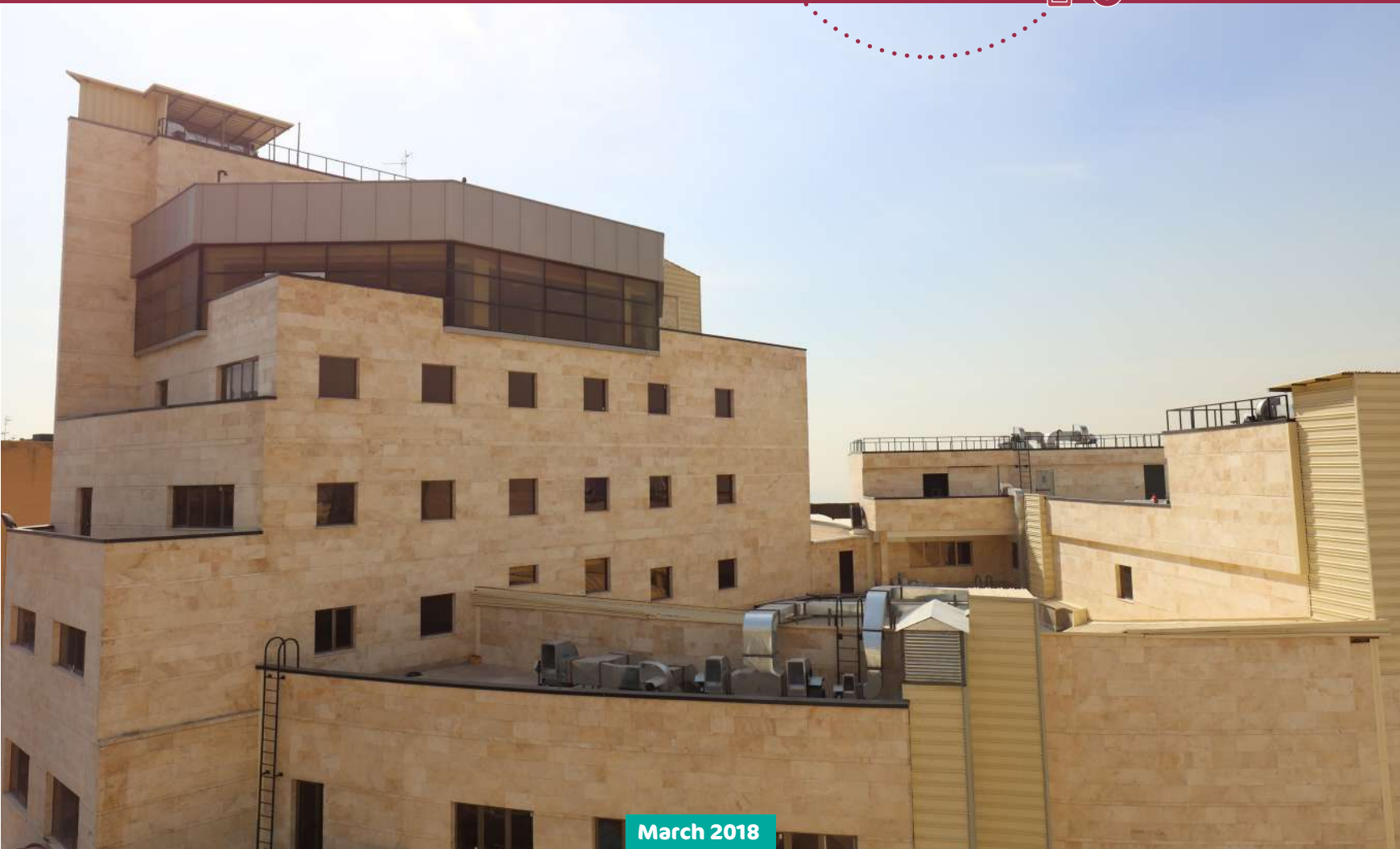
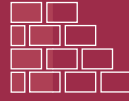
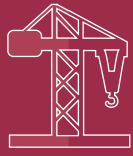
As a result, in 2017 83% of volunteers work in support services and provincial support services as well as in the four organizational pillars.



## Development Index

MAHAK's physical development plan continues to progress with the construction of building number 2. According to the consultant, the project, which began in April 2013, was 99.73% by the end of 2017. The funds expended on this project from the outset to the end of 2017 amount to 579,494,930,885 Rials, all of which have been provided by our generous benefactors.





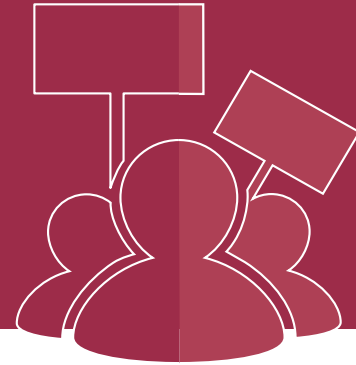
March 2018

## **MAHAK's Cultural and Social Activities in 2016 and 2017**

### **Joining the World Cancer Day Campaign**

MAHAK joined the World Cancer Day Campaign as the official member of the Union for International Cancer Control (UICC), in pursuit of the United Nations Sustainable Development Goals. On World Cancer Day in both 2016 and 2017, MAHAK organized and participated in various events, in line with the objectives of this global campaign. MAHAK has also contributed to the goals of the World Cancer Control Campaign, which include the early diagnosis of cancer, equal access to integrated services, and a campaign to change society's attitude to cancer by sharing information both in Farsi and English in social networks and inviting people to join the campaign. In 2017, MAHAK joined this campaign for the third consecutive year.





● **MAHAK Hospitals's 10<sup>th</sup> Year of Activity**

The only specialized pediatric center for treating children with cancer in Iran turned 10. On the same occasion a fundraising ceremony was held at MAHAK in July 2017 with the presence of 500 benefactors; members of the board of trustees and directors; nurses; doctors of MAHAK Hospital and famous faces such as Hossein Elahi Ghomshei, Sedigh Ta'rif and Pouri Banayi.

● **Unveiling Ceremony of the First MAHAK Children's Story Book**

On the occasion of the National Day of Children and Adolescent's Literature in Iran, "Stories by MAHAK Children" was launched. This book consisting of the stories and paintings of MAHAK children, has been compiled and published for the first time

● **The Charity Bazaar entitled «Mini Donation Boxes and Great Wishes»**

At the "donation-box-breaking" bazaar in 2016, a new name for this event was introduced as a result of the survey done among benefactors. Accordingly, the name "Mini Donation Boxes and Great Wishes" was chosen for this event. The first bazaar with this new title was held in October 2017 with the presence of over 2,000 benefactors and with the work of over 400 volunteers at MAHAK.

## MAHAK's Achievements in 2016 and 2017



### ● **The Social Responsibility Plaque**

MAHAK received the statue and honorary plaque of social responsibility of Iran in the field of health and social welfare from the Minister of Cooperatives, Labor, and Social Welfare.

### ● **The National Merit Plaque**

The National Congress of the National Merit was held in the presence of government directors and officials, members of parliament, senior managers of manufacturing and service provider organizations, university professors and members of the public. MAHAK was the only charity organization in Iran to receive the National Merit Award.

### ● **An Appreciation Award in the Quality of the Country Seminar**

The CEO of MAHAK received an appreciation award in the Meeting of Quality Activists of the Country. MAHAK was the only charity organization to receive an award and was also given the title "an example of quality and professional conduct."

















### ● **Top Rank in the Iranian Web Festival**

MAHAK's website was ranked first among the websites of charities and NGOs by a vote of people and Iranian web festival referees for the third consecutive year.



○ **Tables and Charts**

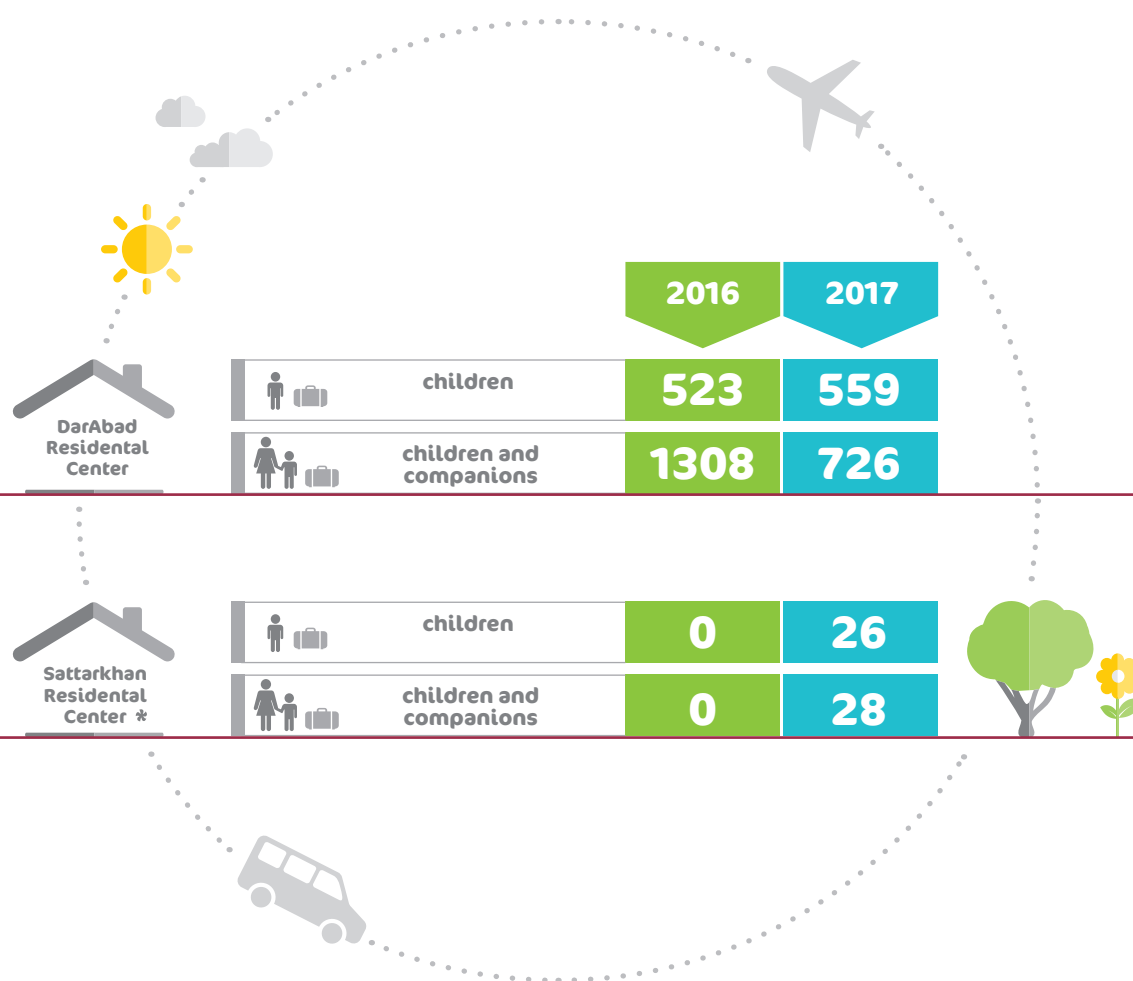
**Annual Number of Patients Admitted to MPCTRC by Disease Type across the Country**

	2016	2017
 ALL	3758	4247
 AML	437	509
 CML	73	84
 HD	419	516
 NHL	491	529
 Retinoblastoma	325	400
 Wilms Tumor	450	493
 Germ cell Tumor	196	246
 Osteosarcoma	213	226
 Rhabdomyosarcoma	238	254
 CNS	1132	1355
 Histiocytosis	188	221
 Ewing Sarcoma	186	216
 Other sarcoma	269	319
 Other	317	330
 Total	8692	9945



## Annual Number of Residents in MAHAK's Residential Centers

Since the inauguration of MAHAK, one of the main concerns of the founders has been providing resources such that the families of children with cancer who are referred to MAHAK Hospital from other cities give no thought to anything other than the treatment and health of their children. Currently, MAHAK has two residential centers. Sattarkhan residential center has a capacity of 24 people including the patients and the companions and is largely devoted to patients who have had bone marrow transplants and need to stay in isolation. DarAbad residential center is dedicated to families who come to Tehran for their children's periodic treatments, have no place to stay and have to be in Tehran anywhere from a few days to a month. This residential center can accommodate 87 people and the child can stay there with their parent. DarAbad residential center has a separate dining room, a counseling room and a social workers on-site 24-hours a day.

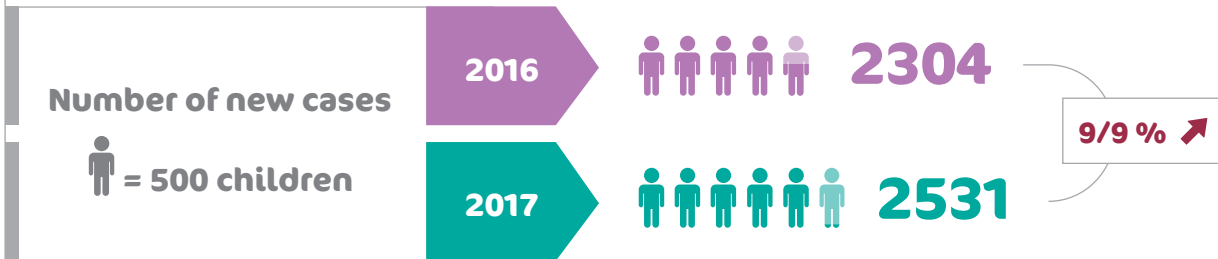


\* The renovation and reopening of Sattarkhan residential center was added to MAHAK's agenda in 2016. During the construction period the isolated rooms of Darabad residential center were dedicated to patients who had had bone marrow transplants and therefore fewer patients were able to stay in this center. To address this problem, the support services department provided an alternative solution so that the families of cancer-stricken children could stay in hotels approved by MAHAK in which all expenses were covered by MAHAK. It should be noted that the statistics for the number of residents in Sattarkhan residential center cover the period from November 19 to March 21.

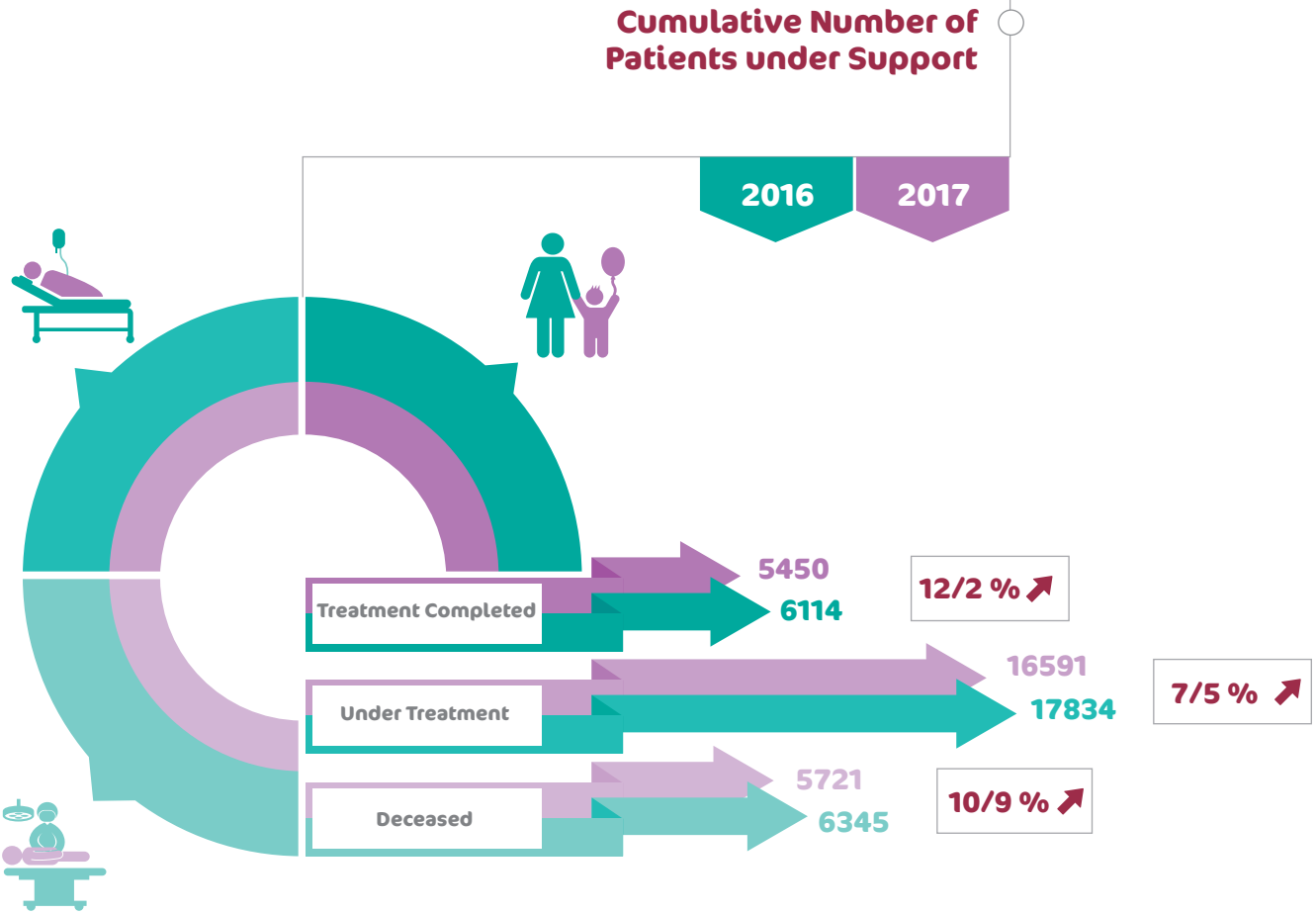
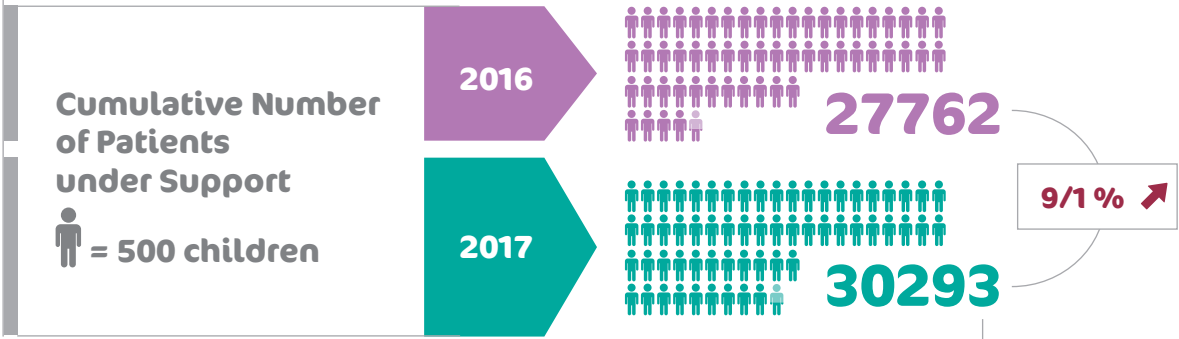




Number of New Cases in 2016 & 2017







## Balance Sheets

March 2017  
(IRR)

March 2018  
(IRR) \*

Current Assets		
Cash & Banks	1,016,846,120,785	341,345,297,155
Short-term Investments	1,062,950,125,261	2,189,100,000,000
Accounts and Notes Receivable	181,757,214,790	188,321,243,065
Inventories	47,160,331,087	64,076,038,260
Pre-payments	7,609,130,942	4,495,007,621
<b>Total</b>	<b>2,316,322,922,865</b>	<b>2,787,337,586,101</b>

Non-Current Assets		
Long-term Receivable	218,000,000	150,000,000
Long-term Investment	75,500,000,000	44,000,000,000
Intangible Asset	5,688,799,386	5,667,303,999
Fixed Asset	798,451,563,497	1,167,366,640,626
Other Assets	2,808,600,000	2,863,000,000
<b>Total</b>	<b>882,666,962,883</b>	<b>1,220,046,944,625</b>

### Total Assets (Current + Non-Current)

March 20, 2017	3,198,989,885,748
March 20, 2018	4,007,384,530,726

## Current Liabilities

Current Assets		
& Accounts Notes Payable	64,427,171,668	107,848,218,846
Advances Received	0	0
<b>Total Current Liabilities</b>	<b>64,427,171,668</b>	<b>107,848,218,846</b>

<b>Total Liabilities</b>	<b>64,427,171,668</b>	<b>107,848,218,846</b>
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### Founder's Contribution and Net Assets

Founders' Contribution	1,000,000	1,000,000
Net Assets	3,134,561,714,080	3,899,535,311,880
<b>Total Current Liabilities</b>	<b>3,134,562,714,080</b>	<b>3,899,536,311,880</b>

### Total Liabilities, Founders' Contribution and Net Assets

March 20, 2017	3,198,989,885,748
March 20, 2018	4,007,384,530,726

\* It is noteworthy that the data presented correspond to Iranian calendar and financial year which begins on March 21. Therefore any discrepancy detected between this data and the seemingly comparable ones stated in other publications is due to the separate timeframe used for accounting purposes.



**Hope continues in MAHAK**

