



MUSTANGH
FOUNDATION

Annual report

2016 - 2017

In 2004 two Maastricht students with an international mindset and a strong interest in international aid examined the feasibility of setting up a cooperative scheme with a Ghanaian hospital. These students were Gaël Pennings and Noëmi Nijsten, the founders of the MUSTANGH Foundation:

Maastricht University Students Twinning A North Ghanaian Hospital.

MUSTANGH's mission is to create a situation in which both parties gain: final year Maastricht medical students go to West Gonja District Hospital for 18 week electives and internships and MUSTANGH gives structural and sustainable assistance to the hospital for the improvement of staff training and the purchase of equipment. In this way we it aims to make a lasting contribution to health care in Ghana. The key words are therefore:

“EDUCATION and SUPPORT”

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List of abbreviations

FHML Faculty of Health, Medicine and Life Sciences

GEZP Clinical internship of 18 weeks for students in their 6th year medical training

WGH West Gonja Hospital

USD University of Development Studies (in Tamale, Ghana)

UM Maastricht University

MUNDO Maastricht University Centre for International Cooperation in Academic Development

What is MUSTANGH?

History

In 2004, Gaël Pennings and Noëmi Nijsten, two Maastricht students examined the feasibility of a twinning project to promote cooperation between Maastricht University and a Ghanaian rural hospital. On one hand the West Gonja District Hospital (WGH) in the Northern Region of Ghana was in urgent need of financial and material support. On the other hand the hospital offered a good learning environment for Maastricht medical students. There was considerable interest in the project in both Ghana and at the Maastricht Faculty of Medicine in the Netherlands which finally resulted in the MUSTANGH Foundation: Maastricht University Students Twinning A North Ghanaian Hospital.

During the years, MUSTANGH has developed itself as a vivid organisation which is firmly embedded in Maastricht University and the city of Maastricht.

Mission and Vision

MUSTANGH's mission is twofold: on the one hand it offers places for international electives to Maastricht medical students as a good learning environment and on the other hand it provides structural assistance to the WGH and supports the efforts to reduce the brain drain from Northern Ghana by financial and material support.

International electives for medical students give these students an unforgettable experience of working in a completely different cultural setting. The presence of medical students can be regarded as a form of development aid in this hospital with a scarcity on doctors.

MUSTANGH has started to improve the WGH infrastructure to support the hospital. In the past MUSTANGH supported the building and renovation of buildings, provision of medical supplies and equipment and better water supply. Eventually, this will make it possible for Ghanaian students of Tamale University of Development Studies (UDS) to go to the WGH for community based traineeships. This will increase the supply of manpower in the region. For now the main focus is on education of the staff by offering training opportunities to WGH staff and improving the facilities they need, in order to address the brain drain from Ghana and improve the healthcare in the West Gonja District.

Our dream: "That one day MUSTANGH simply will be needless and one only has to strive for exchange of students"

Organisation

MUSTANGH is a non-profit organisation. It is governed by a Board consisting of 7 students of Maastricht University that meets once every two weeks. Two separate committees are responsible for the acquisition (acquisition committee), and public relations (PR committee), both are being led by a member of the board. The Council of Advice meets thrice annually together with the board and their experts are consulted by the board on a variety of matters. The Recommendation Committee exist of national renowned people and endorses the ideas of the Foundation. Individual members of these bodies are listed in the last section.

The education programme for final year medical students is run in accordance with normal procedures of and in cooperation with the Maastricht Faculty of Health, Medicine and Life Sciences (FHML). Next to that, MUSTANGH provides clinical electives to medical students in the last years of their Master of Medicine and provides the possibility to do research in the West Gonja Hospital to students of Medicine and Health Sciences. The department of General Practice is responsible for the supervision of the students. MUSTANGH receives financial support from the FHML for two board members to visit Ghana once a year to for renewing agreements and sharing ideas. MUSTANGH also collaborates with Tamale University of Development Studies in Ghana via MUNDO/FHML, the latter being the Maastricht University Centre for International Cooperation in higher education. These partnerships show that MUSTANGH is independent but at the same time firmly embedded within Maastricht University. Also, MUSTANGH collaborates with the Leeuwenborgh college to give nursing students the opportunity to experience an internship in Ghana.

Situation in Ghana

Ghana

Ghana is one of the more stable sub-Saharan countries and knows a democratic system since 1992. Its capital is Accra. A history of colonization and slave trade marks the country. The southern regions of Ghana are much more developed than northern regions. This is because of its wet climate contrary to the drought in the north. The southern border is adjacent to the sea which facilitates trade and makes it a wealthier region. Compared to other regions, the relatively sparsely populated Northern Region is underserved with regard to many basic facilities, and health care is deficient.

These problems are primarily linked to the brain drain, the leaking away of knowledge: highly trained persons move away to southern regions and overseas, in search of better working conditions. This problem has met with national and international recognition and it has been translated into national policies aimed at stemming the brain drain, as is evidenced by government support for projects in the Northern Region of Ghana. This brain drain is also noticeable in the health sector. The harsh living conditions, due to poor infrastructure (roads) and the dry climate are a reason for many doctors to decide not to work in this region.



Damongo and the West Gonja Hospital

The West Gonja District Hospital (WGH) is in Damongo, the capital of West Gonja District in the Northern Region of Ghana. The administrative capital of the Northern Region is Tamale and here is the University for Developmental Studies located. Some 125,000 people who are living in an area that roughly covers two fifths of the Netherlands are dependent on WGH for their medical care. The hospital was established by a farming company (Worker's Brigade) as a clinic to provide for the basic health needs of its employees and dependants. In 1954, the Catholic church took over the leadership of the hospital. Despite the hospital being Catholic, it serves everyone, no matter which religion. The hospital has 4 wards: the male, female, paediatric and maternity ward. There is an outpatient clinic, an accident and emergency department, X-ray facilities, a public health unit and a small laboratory. With less than 10 doctors, about 30 nurses and 100 supporting personnel, the hospital is facing staff shortages. At the moment, the main shortage lies not in manpower but in specialized knowledge, as there are no specialized doctors in the hospital. Although the rather poor conditioned buildings and medical equipment have improved over time, more improvement is needed to ensure quality healthcare.

Students

WGH offers sufficient diversity and capacity to deliver an effective education programme to two to four visiting students at a time. Students can choose to execute their GEZP (Health Care Elective) internship in the last year of their medical degree in Ghana and this internship takes 18 weeks. It's also possible to do an 8 or 10 week elective during the final year of the medical study, as only in their last year medical students have gained enough knowledge to cope with the responsibility needed for the internship and to be of any benefit for the hospital

Hospital staff is prepared and able to offer appropriate supervision and the local patient population has an open attitude towards both male and female foreign (semi)doctors. Damongo offers students a pleasant working environment during their stay. Telephone and internet access are available and there are recreational facilities in nearby Mole National Park. Students stay in a house that has been built specifically for this purpose. There is a weekly market at half an hour walking distance where local Ghanaian food is available. According to the local customs, students have a cleaning lady and a night watch to ensure a pleasant and safe stay. Even with all these facilities, students reside in a typical rural northern village. The closest largest city Tamale is at 3 hours driving distance in the dry-season.

Because of a robbery on 3 of the students in March 2010 on the way from Tamale to Damongo, safety is an important issue. The area around the hospital is considered as safe, but for larger travels outside, day-time travel is advised. The local police force in Damongo is sufficiently effective and there are good emergency and repatriation facilities. Since this incident in 2010 no further incidents have occurred.

Health issues

Malaria is most prevalent disease seen in the hospital with more than 2000 cases annually. A variety of diseases, including tropical diseases can be seen in the hospital by the students. The students themselves are of course also exposed to tropical diseases. For prevention of acquiring these illnesses, MUSTANGH and Maastricht University advise these students to visit a travel health clinic before their departure to Ghana for the necessary vaccinations and malaria prophylaxis.

Communication

Communication with Ghana about students, supervision, ongoing and new projects, the MUSTANGH house and finances, occurs via telephone and email with one employee of the hospital, this is currently Mr Remy Nyewie, he took over the duties of Sr. Seraphine around December 2014. All communication from the Netherlands is maintained by the president, in order to keep a clear organization for all parties involved. Yearly, two board members visit Ghana to evaluate and discuss topics on spot.

Achievements

Foundation

Continuity	Continuity within the Board and with regard to organisational knowledge is ensured by appointing committee members to the Board and by having an extensive protocol for each function. Board members are asked to join the Board for more than one year. Recruitment and induction of new board members are organised to ensure enough time for new board members to become acquainted with the MUSTANGH organisation before the outgoing board members retire.
Transparency	With the Council of advisors to give expert advice on issues and with an external expert who controls our finances, MUSTANGH aims to be as transparent as possible. Annual reports and policy plans published on the website make our working plan accessible to the broader public.
Sustainability	By making investments in buildings and education of WGH staff, MUSTANGH tries to offer help. In the past investments in equipment have proven to be less sustainable than education. That's why our main focus has shifted to investments in education of the staff of the hospital, instead of investments in equipment or buildings. Investments in education will last for many years and can also increase institutional knowledge.
Independent Board	Since 2009, MUSTANGH has a board only run by students from Maastricht University.
Communication	Since 2017 communication has not only been through phone calls and email, but also through WhatsApp. This direct form of communication with not only our contact at the hospital Mr. Remy, but also with the rest of the staff and the doctors and nurses in training has greatly increased the amount and the quality of contact.
Locally Known	As a result of successful PR-activities MUSTANGH is locally known by Maastricht citizens, students and among field-experts. Last year we decided to put the focus of the PR-activities mainly on FHML students and employees of the FHML and the hospital. Since it's proven difficult to reach broader public in Maastricht, a narrower target group has made PR for activities easier and more successful.
Committees	MUSTANGH has 2 fully functioning and enthusiastic committees (Acquisition and PR). With the help of many social activities, these committees and the board form a tight organisation.

Professionalism	MUSTANGH is a professional organisation. Since 2016 the MUSTANGH website has a new lay-out, MUSTANGH has more professional clothing for the acquisition committee and the board, a more uniform lay-out has been used for all official documents. Since 2015 a policy weekend has been established
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Education

MUSTANGH house	A MUSTANGH-house has been build wherein students can live during their internship. There is a house-keeper and a night watch for the comfort of the students and conforming the Ghanaian standard of living. In 2017 a great scale renovation has been done to ensure the quality of the MUSTANGH house
University	There is close collaboration with the education institute Maastricht university with respect to the student internships.
GEZP	The GEZP 'Primary Health Care and Tropical Medicine in Ghana' and elective internships of 8 and 10 weeks can be taken in the West Gonja Hospital in Ghana. The supervision is done entirely by the staff of the West Gonja Hospital. Before the departure the students are prepared by the MUSTANGH foundation under supervision of Maastricht University. The pre departure documents are under control of Emmaline Brouwer, a staff member of the educational institute.
Students present	A maximum of 2 GEZP students can participate at the same time. Apart from that it's possible to increase this amount to a total of 4 students by adding students for elective internships of 8-10 weeks, nursing students or students who perform research.
Preparation	Cultural, professional and personal preparation of the students before their stay in Ghana is done by the education officer. An updated course book together with personal meetings form the key guideline.
Promotion	The PR officer together with the education officer, promote the GEZP and electives on numerous occasions, which has greatly increased the number of students present in the WGH hospital. In the school year 2016-2017 a total of 12 students stayed at the MUSTANGH house.

Table 1: Presence of students in the West Gonja Hospital

Year	GEZP Students	Eletive-students	Other
2003	-	-	1 technical University student – building plan WGH
2004-2005	-	-	
2005-2006	2	3	
2006-2007	4	3	
2007-2008	4	-	1 public health student (SWOT-analysis WGH)
2008-2009	3	1	1 WESP student (malaria test) and 1 public health student (evaluation management structure WGH)
2009-2010	5	-	
2010-2011	4	1	Leeuwenborgh college 3 nursing students
2011-2012	2	-	Leeuwenborgh college, 3 nursing students
2012-2013	2	-	2 health science students (braindrain and public health care)
2013-2014	-	-	
2014-2015	2	-	1 A-KO, 1 WESP student (fluxus postpartum)
2015-2016	4		

Financial support

Finished projects

New incubator	A new incubator was purchased and a training was sponsored on how to maintain/use the incubator. To our great sadness the incubator is not being used at the moment, due to a lack of space. The training has yet to be followed. Continues efforts will be made to put the incubator in use
Radiology	Purchase of a new ultrasound
Water pump	Installation of a water pump in Damongo to ensure safe water access for the hospital and the inhabitants of Damongo
Paediatric ward	Building of a new paediatric ward with financial help of the NCDO, a Dutch development work organisation.
Laboratory	Renovation of laboratory
Internet	Establishment of internet in the hospital. Making better communication and more access to resources possible
Ambulance	Purchase of a new ambulance to improve access to health care for surrounding villages and to transport patients to a referral hospital (Tamale) with help of Simavi. Unfortunately, this ambulance is now no longer usable because of a severe accident in 2011.
Staff's Health	Contribution to Hepatitis B vaccinations of the staff of the WGH
Outreach projects	Providing funds to support outreach projects improving the health for mother and child
Equipment	Purchase and transport of medical equipment for the new operation theatre. Further, purchase of small medical equipments as for example an ECG recorder, microscopes, equipment for oxygen measurement, breast pumps and transport of donations like books. Also providing surge protectors to prevent damage of the equipment.
Car	In 2017 a long lasting project is finished and the sponsoring of a pickup for the hospital was finished. This pickup will be used for the transportation of the students, to pick up medical and other supplies and for the transportation of doctors for outreach projects in the surrounding area.

Educational projects

Administration staff	Financial support for one of the administrators of the hospital, Emmanuel Kummah, to undertake an extra course in London.
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Paediatric nurse	Miss Julie, already a nurse at the WGH hospital started an education to become a paediatric nurse in September 2015. She'll finish in September 2018 and will work in the WGH for at least 4 years
Physician Assistant	Terience Francis has followed the education to become a physician assistant in 2015-2016. At the beginning of the year we sponsored a top-up programme, in which he'll get his degree. This took 3 months and currently we're waiting to get the results. After finishing his degree he'll work for the government for 1 year. After this he'll work in the WGH for at least 4 years.
Doctor	MUSTANGH paid for tuition and resources needed for the education of Mr. Vitalis, former nurse at WGH to become a doctor. He's finished his education already, but had to do 2 years of compulsory postings. In September 2017 he'll start working at the WGH. He'll be bound to the WGH for at least 5 years.
Ultrasound training	In 2014-2015 MUSTANGH sponsored a ultrasound, and along with it the training of mr. Awini and Moses Akor. Due to the limited availability of the trainings and the busy schedule of the hospital the trainings have yet to be done. We'll continue our efforts to get these trainings done.
Gynaecologist	In september 2017 Dr. Jonathan and Dr. Anthony (who both work in the WGH as doctors), will begin their education to become a gynaecologist. This will take 3 years, after which Dr. Jonathan and Dr. Anthony will resume working at the WGH.
Anesthetist	MUSTANGH is planning to pay for the education of an Anesthetist in the upcoming year (2017-2018). Who this will be is yet unknown.

Partnerships

Tamale UDS - /FHML/SHE	SHE/FHML was involved in a Nuffic-project with Tamale UDS medical department to develop innovations in the master phase of the medical curriculum. Also, SHE has contact with numerous universities/hospitals across the world to organize internships abroad for students of Maastricht University.
Leeuwenborgh College	The Leeuwenborgh College is a school that provides education to nursing students (among others). These students have started a 4-week internship at the WGH and stay in the MUSTANGH house during their visit. Each year they also raise money for the MUSTANGH foundation before their visit. Next year we'll strive for an even closer collaboration with the Leeuwenborgh college.

Educational institute FHML	MUSTANGH works in close collaboration with the university of Maastricht and especially the Faculty of Health Medicine and Life Sciences. This educational institute supervises the internship MUSTANGH provides and also offers a subsidy for 2 board members to visit Ghana. They also offer a platform for promotion to FHML students and staff.
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Activities in the Netherlands

Fundraising

Wine Tasting	Raising funds by reaching the upper class of Maastricht and the staff members of Maastricht university
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Applying for funds	MUSTANGH applies funds for a variety of larger projects. In the past, among others money for the ambulance, car, paediatrics ward, hepatitis B vaccination and the education fee of the various students were acquired this way. In the academic year of 2016-2017 the funding of the car was finished and the funding of the full three years of training for 2 gynaecology students was funded this way.
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Friends of MUSTANGH	MUSTANGH has a number of 'friends of MUSTANGH' which sponsor MUSTANGH on a monthly or yearly basis
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Events	MUSTANGH tries to become the main charity of events, like sponsored walks or runs, lotteries, market fairs, bake sales etc.
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Numerous small activities	There are a number of small activities that provide funds for MUSTANGH like students that raise funds, selling MUSTANGH goodies and individuals who raise money for MUSTANGH by participating in races and participate in other events.
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Public relations

African Week	Yearly African week full of activities like a pubquiz, a sports activity, lotteries, stands and cooking activities. Aimed at the students of Maastricht and other inhabitants of Maastricht in order to raise moneimed at the students of Maastricht and other inhabitants of Maastricht in order to raise money and increase visibility
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Promotion activities	presenting short introductions on MUSTANGH before lectures, spreading flyers, putting up posters, distributing pencils and presence at important events as INKOM and faculty introduction of FHML. Also other smaller activities for students like a pubquiz, egg hunts and lectures.
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News	gaining media-attention and appearing in the media in for example 'Dagblad de Limburger', 'Summum' and 'De Observant'.
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Achievements 2016-2017

Many new achievements have been made in the academic year of 2016-2017. Beside the regular activities as for example promotional activities and the African weeks, below you can find the activities that we have been working on this year.

General

Continue to carry out the new vision To be clear about the possibilities and impossibilities of a student foundation in the current economic climate, the vision of MUSTANGH is narrowed down. Now the main focus is on education: supporting the training or study of the staff of WGH, to improve the knowledge in the hospital, along with the equipment needed, to improve the hospitals possibilities and prevent braindrain. In the near future no new building or renovation projects will be supported by MUSTANGH. This vision has now clearly been communicated to the WGH. We think that education forms the most sustainable form of developmental help to the hospital, which is easiest to achieve by a small organization like MUSTANGH

Pickup truck In 2017 the long-lasting project of funding a pickup truck has been finalized. Through a major sponsoring of the Wilde Ganzen foundation we got enough money, which was transferred to Ghana in the summer of 2017. The car will be bought soon

Gynaecology In 2017 we started to search for funds for 2 doctors to go into training to become a Gynecologist, which would take 3 years. Due to big fundings from the Debman Foundation, Hofstee foundation and Elisabeth Strouven Foundation, the entire 3 years of training can be guaranteed.

Professionalism The last year we made great efforts to give our organization a more professional appearance. We've bought blazers for the entire board and blouses for the acquisition committee. We also made some professional looking board pictures. The policy and annual reports got a more uniform lay-out. The new website which has been uploaded last year has been improved further and kept up to date and we also held a policy weekend.

She Summer course An effort has been made to do get two doctors to come to the Netherlands to join the She summercourse in order to learn more about the problem based learning system. After some extensive meetings with experts on this field we decided that the money was better spend on other educational projects in Ghana.

Connection between board and committees This year we decided to do more activities with the committees. We had a brainstorm evening, a crazy 88, a Christmas dinner a ladies nights and a barbecue. By letting the PR committee organize these

events, the attendance was very high, everyone felt involved. This really added value to the ambiance in the organization

Facebook

This year we've become much more active on Facebook. The total amount of likes increased from 307 to 519 by some successful PR actions. We've also increased the number of posts, also including some personal stories about the staff of the WGH. We hope that in this way we can bind more followers to the Facebook page.

Acquisition

New focus

The acquisition committee will focus mainly on writing to funds and big events, but will not organise small activities on its own.

Funds book

The acquisition committee has bought a new funds book, stating all funds in the Netherlands. They have been writing this funds and have made some major success, which made us able to sponsor the training of the 2 gynaecologists.

Opening academic year

MUSTANGH has been invited to be part of the opening of the academic year of the university of Maastricht, a big ceremony in which a large part of the upper class of Maastricht can be reached

Rotary Club

The acquisition committee also got into contact with a Rotary Club which we started a long lasting commitment, which will hopefully lead to some wonderful events our funding in the future

Te voet, te veld

MUSTANGH was the charity of choice off a charity walk. In total we raised 1000 euros. In the future we hope that MUSTANGH can be the charity of choice of other events as well.

Public relations

New strategy

In 2016-2017 the PR-committee got a new strategy in which we try to collaborate more with other (student) organisations in Maastricht. In this way we could reach a broader target groups. This has led to some successful collaborations with o.a. Saurus, IFMSA, Pulse, Meet Maastricht, KNMG Limburg and the bar In den ouden Vogelstruys. We hope to continue these collaborations the next year and to add new collaborations.

Flyers

New MUSTANGH flyers have been made. A new general flyer has been made in Dutch and English and a new flyer about the internships (educational flyer) has been made in Dutch only.

Education

Midwifery

In 2016-2017 we looked in to the possibility whether it was possible to provide an internship for the midwifery academy in Maastricht. After contact with Ghana it turned out that the number of

experienced midwives in the WGH was too low to provide high quality supervision. Therefore this option has been postponed for a few years.

Change in supervision

This year there was a big change in supervision of the internships. Before the supervision was partly done from the Netherlands by someone of the educational institute. From September 2016 onwards supervision had to be done completely in Ghana. By carefully preparing the students and doctors, this change didn't result in any big problems. The supervision is still of a high quality

Financial situation MUSTANGH

Booking year

This academic year has been a good financial year for MUSTANGH. We had some great, sometimes unexpected, donations. This year we managed to complete the sponsoring of the car, which has already been bought. On the 31st of august 2017 the total capital of the MUSTANGH foundation was €38.000, of which €10.000 is a reserve meant for the sponsoring of the gynecologists and an anesthetist. Apart from that an amount of €10.000 euro's is reserved for emergencies. This leaves the total liquidities €18000. This year a new bank account was opened for MUSTANGH Ghana, which is already successfully in use. All of the money in the old account has been transferred to the new account. Due to the fact that the new account was not yet completely in use during the Ghana trip of the board, the bookkeeping of the WGH could not be checked this year. Therefore extra attention should be given to that next year.

Expenses

The expenses of MUSTANGH the Netherlands were higher than estimated. This increase in costs was mainly due to the purchase of a Dropbox Business subscription and due to purchase of promotional materials. Apart from that a big expense was the yearly trip to Ghana by two of the board members which costed €1800.

The following projects were (partly) sponsored for MUSTANGH Ghana this year:

- **Car:** for the an amount of €24.000 euros was needed. This project has been successfully completed this year.
- **Education of two gynecologists:** two gynecologists will be sponsored during three years. In total this will cost about €9.000. The sponsoring of all three years is accounted for.
- **Education of an anesthetist:** in the following year MUSTANGH will also sponsor the education of an anesthetist. A start was already made and part of the sponsoring is already complete. This project will become one of the main focusses for 2017-2018.
- **Education of a pediatric nurse:** Julie completed the second year of her education in 2016-2017. The money for this school year (€1500) was sponsored by the Leeuwenborgh college. We hope that they're also able to sponsor the last year of her education.
- **Education of an physician assistant:** Francis has completed his master in 2016-2017. The costs of this master was €640,-.

There was also a last renovation of the MUSTANGH house in Ghana during 2016-2017 this costed €800, and new equipment for the house was bought for an amount of €186,-.

Revenues

- **Rent MUSTANGH house:** The rent of the MUSTANGH House was increased up to €40,- because of an increase in wage of the maid and guard (Jane and Kassim) and because of the renovations. Last year a total of €3167,46 which was slightly more than estimated. Next year the rent will be lowered again because of the good exchange rate at the moment.
- **PR committee:** the PR committee raised €322,- during the Africaweek and €1400 during other small activities. This was lower than estimated because the focus of this year has been mainly on the promotion and less on raising money. Therefore the costs the committee made were also lower than expected (€700).
- **The Acquisition committee:** the acquisition committee raised a total of €12.500 with the help of Wilde Ganzen, Debman Foundation and Hofstee foundation. This was a very good year, since only a revenue of 5000 was estimated.
- **Friends of MUSTANGH:** Two new Friends of MUSTANGH were added this year. They will sponsor a total of €160,- extra per year.
- **Subsidion:** from the University of Maastricht we received a subsidy of €2500 for the trip of the board members to Ghana and other costs concerning the board.

Financial situation over time

As can be seen in table 2, expenditure and revenues change largely over time. This can be explained by a great variety in donations. During the first few years of MUSTANGH, the foundation received large donations from various sources, amongst which the Maastricht University, but also sponsors such as the Rotary club, and other single sponsors. At this point the Foundation decided to renovate several buildings at the WGH. In 2008 the Foundation organised an art auction which was very profitable and enabled the Foundation to start building on a new theatre in the WGH. In 2009 the financial crisis was beginning to wear down on MUSTANGH, and revenues were scarce. Due to prior donations however, we were able to connect Canteen to the Damongo internet system, providing the WGH with a functional internet connection. In 2010-2011 we attracted a large sponsor who financed the medical studies of Mr. Saadaare Anlaagmen Vitalis for a period of four years. In 2011-2012, we offered medical training to a nurse, becoming a radiology assistant to help Dr. Kubio with echography and we donated a large sum of money to the maternity ward, education in neonatal resuscitation of the maternity ward nurses and a large neonatal care outreach program in the West Gonja District. In 2014-2015, last year, we sponsored the second training of two radiology assistants, which will be followed this year. In combination with this we sponsored an ultrasound machine to provide the radiology assistants with proper equipment. In 2016-2017 the focus shift on education continued with the sponsoring of the training of an paediatric nurse and a physician assistant. Besides this we also sponsored an incubator, a long-term project of the last couple of years. We also helped Mr. Vitalis with his rent during his houseman ship. This year the sponsoring of the car has been completed, we sponsored the master education of the physician assistant and we raised money for the education of two gynecologists which will start next year, and for whom the expenses of the

three year long education are already covered. Next year the focus will be on the sponsoring of the education of an anesthesian and the last year of the education of the pediatric nurse.

Table 1 and 2 - Overview of end of year balances since 2010

End of year balance (€)	2013-2014	2014-2015	2015-2016	2016-2017
Vault	270,00	272,00	270,00	270,00
Current account	5.836,47	6.976,57	6.912,68	4.269,18
Second account	708,65	1.111,79	3.038,52	3.705,53
Savings account	29.951,04	25.968,04	26.103,76	30.150,12
Total liabilities	36.766,16	34.328,40	36.324,96	38.421,83
Profit/loss	672,09	-2.437,76	1.996,56	2096,87

End of year balance (€)	2009-2010	2010-2011	2011-2012	2012-2013
Vault	253,54	170,00	460,71	375,95
Current account	5.605,98	3.918,85	1.302,81	7.898,17
Second account	-	-	-	1.197,54
Savings account	31.072,29	24.733,42	25.153,14	26.622,50
Total liabilities	36.931,81	28.822,27	26.916,66	36.094,07
Profit/loss		-8.109,54	-1.905,61	9.177,50

Table 3: Overview of financial year reports since 2008

	2008	2009	2010*	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Expenditure											
Foundation costs	171	1.036	922	1.064	866	274	922	740	683	543	1.268
Hospital	17.516	11.000	0	11.426	15.000	6.105	0	106	82.07	4.973	14.313
Education staff WGH	0	0	1.110	1.110	2.223	2.477	2.320	2.215	2.609	3.119	4.986
PR	1.251	616	509	6.277	1.045	1.880	1.218	3.665	5.732	1.066	699
Acquisition	-	-	-	-	-	-	-	-	-	-	194
Evaluation in Ghana	2.367	2.315	1.864	2.264	1.899	2.154	1.702	1.777	2.172	1.446	1749
MUSTANGH house	3.261	2.777	1.741	1.741	2.574	2.800	2.522	1.870	1.492	1.057	3689
Staff WGH	0	0	0	0	2.800	2.160	2.202	2.414	560	3.718	3240
Other expenditure	6.146	0	0	0	2.160	0	11	0	490	203	62
Total:	30.713	17.744	6.146	23.883	17.849	17.849	10.977	12.787	21.945	16.125	30.200

Revenues											
Rent	700	2.088	1.600	3.098	2.155	1.419	2.416	520	1.297	1.519	3.167
Support UM	10.269	200	0	0	3.000	0	3.000	1.821	3.000	3.000	6.240
Sponsors	2.363	0	0	1.267	0	2.500	2.160	0	600	3.690	13.600
Subsidies	2.500	0	0	0	2.713	3.150	0	0	0	0	0
Donations	0	470	1.700	2.400	5.200	3.705	7.968	7.925	6.426	7.347	6.383
MUSTANGH's friends	1.438	1.385	795	1.300	1.005	915	928	845	1.190	1.268	1.543
PR activities	14.120	1.730	582	0	837	1.639	3.500	1.552	6.767	1.162	1.320
Intrest	0	0	0	0	661	420	219	229	227	136	46
Other sources of income	0	407	1.292	1.292	0	2.196	55	0	0	0	0
Total:	31.389	6.280	5.969	9.357	15.571	15.944	20.291	12.891	19.507	18.122	32.299
End of year balance	676	11.463	-177	14.526	-8.110	1906*	9.313*	104	-2.438	1.997	2099

All amounts stated in whole euros.

* January 1th 2009 – August 31th 2010

** The amounts are incorrect and can partly be explained by the introduction of the second account in 2012-2013

Highlights for the coming years

This section explains the future plans of MUSTANGH Foundation and is meant to offer a checklist for future continuity within the foundation. The next points are meant to be an advice and guideline for the board of the next year and possibly the years after.

Board

- **Vision:** the focus should be on education, on one hand the GEZP internships, on the other hand education related sponsor projects. It's advised to not start new building or renovation projects in the next year.
- **Create continuity in the board:** it is important to recruit board members, who are willing to stay within the board for a longer time. Board changes should be reduced whenever possible. When boards change a long transition period is advised to reduce the amount of knowledge lost
- **Connection between the board and the committees:** it's important to start teambuilding early in the year. It's a good idea to give the committees responsibility and let them organise these activities to make them feel more involved and to increase the attendance. It's also a good idea to organise a brainstorm evening to increase the feeling of responsibility in the committees. Planning far ahead when organising these activities also increases the attendance
- **Recruitment of new committees:** recruitment of new committees should happen twice a year, at the beginning and the end of the school year. This prevents starting the new school year with an empty committee. Recruitment of new committees can be done by keeping walk in days, this is an easy and accessible way for new students to get familiar with MUSTANGH.
- **Partnerships:** it's absolutely crucial to sustain current partnership. Especially since last year extra effort has been made to make new partnerships. It's more important to keep old partnerships alive instead of trying to start new ones every year.
- **Contact with Ghana:** the contact with the West Gonja Hospital is important for the whole MUSTANGH foundation. Next year, the contact needs to be maintained and can be improved and intensified.
- **Continuity in projects:** now that we focus on education, a lot of long term projects will start. When starting a new education trajectory that takes multiple years, it's important to calculate whether there'll be enough budget to pay for all the years of education. This can prevent that long term projects have to be cancelled due to a lack of resources.

Education

- **Contact with students:** regular contact with the students in Ghana should be maintained
- **Supervision of students:** the supervision of the students is good at the moment, however this should be checked regularly.
- **Number of GEZP student:** at the moment there is a continue presence of GEZP students in the West Gonja Hospital, this should be maintained over the next couple of years. This can be achieved by good promotion in collaboration with the PR committee. A maximum of 2 GEZP students can stay at the hospital at any given time, otherwise it'll be too busy and the quality of the learning environment cannot be guaranteed.
- **Course book:** the course book should be kept as up to date as possible. All answers to questions that students had should be added to the coursebook to make it more complete every year.
- **Midwifery internships:** in 2017 a midwifery internship was not possible because there were too little experience midwives at the WGH. In a couple of years it might be wise to look into this again.

Acquisition

- **New focus:** the focus should be on writing to funds and big events but not on organising small activities by itself.
- **Friends of MUSTANGH:** a main focus should be expanding the friends of MUSTANGH, in order to increase the regular income.
- **Fundings:** this year a lot of applications of fundings where send out. This should be maintained in the future. Apart from that sponsoring could also be achieved by writing to big events.

Public relations

- **Collaboration:** The focus should be on organising events in collaboration with other organizations and societies. It's crucial to maintain the collaborations and contacts which were built up in the past years, instead of trying to find new ones each year.
- **Members:** maintaining the continuity of members and potentially increase the number of members is a taks of the PR committee.
- **Activities:** activities should not only be held during the Africa Week but spread over the whole year. Extra focus should be on the periods in which we try to recruit new members, ideally events would be held during these periods.

Finance

- ***A continuously control of finances:*** this is a current aim of the treasurer, but will be stay the most important aim for the following years. The treasurer needs to keep the finances up to date at all times. Possible uncertainties need to be resolved as quick as possible.
- ***Control of finances by board:*** regularly, the finances need to be checked by the board. At least twice a year, an (extra) board meeting needs to take place to discuss all the current, past and future finances.
- ***Sponsor projects:*** past year, we sponsored the incubator project. Next year MUSTANGH foundation should be able to sponsor the pick up to the West Gonja Hospital.
- ***Friends of MUSTANGH:*** it would be an advantage to increase our monthly incomes. The best way to do this, is to increase the amount of 'Friends of MUSTANGH'. This will be, in collaboration with the acquisition committee, a focus during the following years.

Secretarial

- ***Up to date:*** The secretary will focus on keeping everything up to date. For example: the contact list, documents in the MUSTANGH room and on the Network Attached Storage, the key list and the mail. But also the website and Facebook and a newsletter three times a year.

Organisation members 2016-2017

Board

- **President:** Lieke Weterings
- **Vice-President:** Celine Vilters
- **Treasurer:** Marieke Ravensbergen
- **Secretary:** Maartje Weterings
- **Head education:** Moniek van Raak
- **Head public relations:** Yvonne Koolen
- **Head acquisition:** Robyn Jansen

Acquisition committee

- Head: Robyn Jansen
- Lieneke Timmerman
- Denise de Bock
- Marieke Rutjens
- Anniko Snoeren

Public relations committee

- Head: Yvonne Koolen
- Maxime Laugs
- Saskia van de Goor
- Marleen Ghijsens
- Sven Revenberg
- Kiki de Jong

Council of Advice

- **E. Brouwer:** project manager SHE Collaborates
- **G. Snijders:** former GEZP student; general practitioner
- **R. Verspeek:** projectmanager university Maastricht, voormalig director SBE, SSC en human resources.
- **T. Geradts:** Former MUSTANGH board; Project Coordinator Maastricht Centre For Entrepreneurship
- **R. van Ginderen:** architectural engineer, designer of new WGH
- **P. Vilters:** Accountant

Recommendation Committee

- Her Excellency Mrs Aanaa Naamua Enin Ambassador of the Republic of Ghana to the Royal Kingdom of the Netherlands
- Prof. Drs. G. Cerfontaine former president & CEO Schiphol Group
- Dhr. A. Japin Well-known Dutch writer of the book: 'De zwarte met het witte hart'.
- Prof. Dr. M. Paul President of Maastricht University
- Prof Jo. Ritzen Chair Empower European Universities

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