



Maastricht University Students Twinning a North Ghanaian Hospital

MUSTANGH FOUNDATION



Annual report

2013-2014



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 win-win-situation: final year Maastricht medical students go to West Gonja District Hospital for 18 week electives and MUSTANGH gives structural assistance to the hospital for construction and renovation of hospital buildings and improvement of staff training.

MUSTANGH aims to make a lasting contribution to health care in Ghana.

*Not for nothing, Mustanghs guiding principle are:
"EDUCATION and SUPPORT"*

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List of abbreviations

FHML	Faculty of Health, Medicine and Life Sciences
HAG	Department of General Practice
GEZP	Clinical internship of 18 weeks for students in their 6 th year medical training
OI	Institution of education
RvA	Advisory board
SBE	School of Business and Economics
UDS	University of Development Studies (in Tamale)
UM	Maastricht University
WESP	Scientific Research Internship
WGH	West Gonja Hospital

1. MUSTANGH in the Netherlands

1.1. Organization of the board

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. MUSTANGH's board consists of a president, vice president, secretary, treasurer, head education, head public relations and a head acquisition. Both the head of public relations and the head acquisition lead their own committee. The Council of Advice meets thrice annually 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). 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.

1.2. Partnerships

Tamale UDS - MUNDO/FHML MUNDO/FHML is involved in a Nuffic-project with Tamale UDS medical department to develop innovations in the master phase of the medical curriculum. The West Gonja Hospital is looking if it can be one of the affiliated hospitals for these students to carry out their internships.

SBE Maastricht There is collaboration with the School of Business and Economics in Maastricht to set up a management project in the West Gonja Hospital.

Leeuwenborgh The Leeuwenborgh College is a school for among others nursing students.

<i>College</i>	These students have started a 4-week internship in the WGH and stay during their visit in the MUSTANGH house.
<i>Education Institute</i>	Yearly, acquaintance meetings take place between members of the board and members of the education institute FHML.
<i>FHML</i>	

2. MUSTANGH in Ghana

Ghana

Ghana is one of the more stable sub-Saharan countries and knows a democratic system since two decades. Its capital is Accra. A history of colonisation 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 it is here that the University for Developmental Studies is 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 over 100 beds in 7 wards for a.o. surgery, paediatrics and obstetrics. There is an outpatient clinic, an accident and emergency department, X-ray facilities, a public health unit and a small laboratory. With only 1 doctor, about 30 nurses and 100 supporting personnel, the

hospital is facing staff shortages. 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 three or two 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. If there is sufficient place in Ghana, 5th year students can also choose to do their 10-week elective in Ghana. –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. Telecommunication facilities, such as 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 (Jane) and a night watch(Kassim) to ensure a pleasant and safe stay. MUSTANGH currently is the employer of Jane and Kassim.



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.

Health issues

Malaria is most prevalent disease seen in the hospital with 2308 cases admitted to the hospital in 2009. 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 advises 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 Sr. Seraphine. Yearly, two board members visit Ghana to evaluate and discuss topics on spot.

What has MUSTANGH achieved?

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 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. 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 Regular phone calls make proper communication possible.

Locally known As a result of successful PR-activities MUSTANGH is locally known by Maastricht citizens and among field-experts.

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.

University Close collaboration with the educational institute with respect to student education.

GEZP The GEZP-internship concerns Primary Health Care and students are supervised by Drs. de Jonge, a staff member of the general practice department of UM.

Students Presence of GEZP-students, present for 18 weeks in Damongo. In case of insufficient GEZP-students, it is possible to select Maastricht students' choice-interns.

Preparation Cultural, professional and personal preparation of the students on their stay in Ghana. An updated coursebook is a key guideline for this.

Supervision Proper agreements about supervision of students in Ghana by the doctor(s) of the WGH, wherefore they have received 'Guidelines for Doctors'.

Financial support

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 for the hospital making good communication 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 now passed out of use because of a severe accident in 2011.

Equipments 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, and transport of donations like books.

Support to improve knowledge

Doctors Paying tuition fees of a medical student, former nurse at the WGH Mr. Saadaare Anlaagmen Vitalis, to make sure that this future doctor will work in the WGH after his studies. This is with help of a foundation that wishes not to be mentioned.

Nursing staff Financial support for nurses in undertaking extra courses

Administration staff Financial support for one of the administrators of the hospital, Emmanuel Kummah, to undertake an extra course in London.

Radiology assistant Because only Dr Kubio is specialised in radiology, money is gathered to pay the tuition fees for the one year education of a new radiology assistant: Mr. Ishmael Awini. Afterwards he will assist in ultra sound diagnostics.

Sponsor projects

During the academic year 2013-2014, MUSTANGH achieved to sponsor a concrete project, namely 5 incubators to the WGH. The perspective of the WGH and the possibility of repair by a Ghanaian company have influenced MUSTANGH's choices to a large extend. In the upcoming academic year the incubators need to be successfully brought to an end. Another sponsor project for the upcoming year will be the training of a new radiology assistant, such as Mr. Awini now.

Educational developments academic year 2013-2014

GEZP (18 week elective)

The decline of applications for the GEZP has made 2013-2014 a dynamic year. After investigating why the applications for the GEZP have declined (students want to gain professional contacts during this internship in order to secure a job after graduating), MUSTANGH has made a new plan to promote the GEZP. This plan included different strategies to make the GEZP more appealing for the medical students. This design certainly has been successful, but needs to be expanded in the upcoming years.

Extension options internships

Our priority remains to have GEZP students in WGH, since these students have the most practical experience. However, the decline of applications for the GEZP obligates MUSTANGH to extend the internship options in order to continue having students in Ghana. MUSTANGH now can offer two electives in the WGH. One clinical elective is a short version of the GEZP, for students in their 5th year. The other internship is more focussed on public health and outreach projects designed for the students with less experience. Other options are still being examined.

Documentation

This year a new course book was made in cooperation with a GEZP student. This course book contains information concerning visa, flights, preparations, final examination, etc.

Developments fundraising academic year 2013-2014

The acquisition committee has flourished and developed several good ideas. This academic year the committee tried to create more fixed incomes. For example the Leo Bijl foundations who supports Mustangh with a fixed amount of money in order to help pay the tuition fees for Mr. Vitalis. These ideas need to be elaborated and brought to perfection. Furthermore hosted the committee several activities such as a wine tasting event, a knit activity and an art sale.

Developments in Public Relations during academic year 2013-2014

The PR-committee had expanded this year, making it possible to divide the committee into sub-committees in order to organize more activities. The smaller committees also increased the feeling of responsibility among the PR-members. This also led to better teamwork. The Africa week, hosted by the PR committee in cooperation with the university were a big success. Also organized by the PR-committee was a lustrum, to celebrate MUSTANGH's tenth anniversary. The driving force behind MUSTANGH is the strong bond between its members and this lustrum strengthened the contact between board members and committee members mutually.

Financial situation MUSTANGH

Booking year

Due to delay in transfer of our banking account from ABN-amro to the Deutsche Bank, our financial report has been somewhat delayed. The numbers we publish here are therefore not yet official as our accountant has not yet been able to verify them. As soon as the transfer to our new banking account is complete and all data has been verified the official report will be published. Until then we will offer you our temporary financial report.

Expenses

Our regular expenses such as PR and evaluation in Ghana were generally as estimated. Costs for administration purposes were slightly less than estimated due to the fact that we are still awaiting several invoices.

The loss we made during this booking year was estimated to be much higher than it was. During the previous booking year, we reserved € 6.500,- for a new maternity ward. We therefore estimated a loss of € 6.500,- for this booking year. In total we spend € 5.800,- on the maternity ward, we therefore still have around € 700,- left. This money will be added to our current project; a new ambulance. The amount we originally reserved for the hospital; € 3.000,- has therefore not yet been spend.

Financial overview

Cash	€ 270,00
Bank	€ 5836.47
Contra account	€ 708.65
Savings account	€ 29.951,04 +
Total	€ 36,766,16

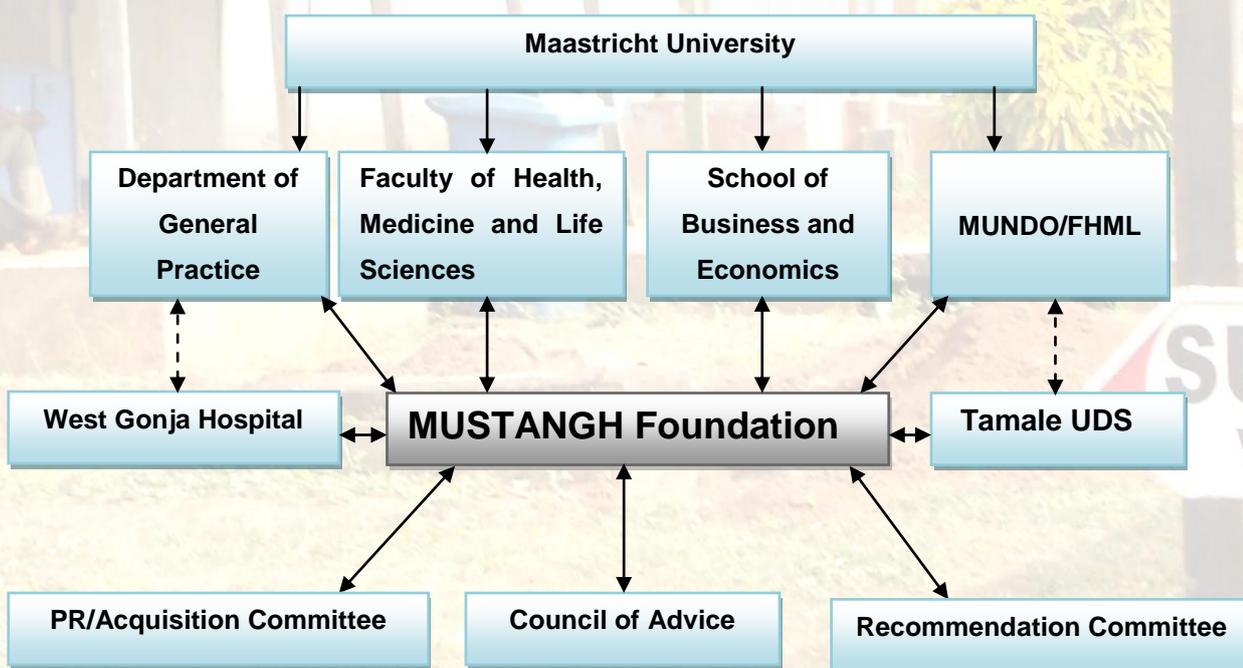
Our dream: "That one day MUSTANGH simply will be needless and one only has to strive for exchange of students"



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. One separate committee is responsible for the acquisition, fund raising and public relations (PR). The Council of Advice meets thrice annually 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 I these bodies are listed in the last section.

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What has MUSTANGH achieved?

Foundation

<i>Continuity</i>	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.
<i>Transparency</i>	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 make our working plan accessible to the broader public.
<i>Sustainability</i>	By making investments in buildings and education of WGH staff, MUSTANGH tries to offer help. Investments in education will last for many years and can also increase institutional knowledge.
<i>Independent board</i>	Since 2009, MUSTANGH has a board only run by students from Maastricht University.
<i>Communication</i>	Regular phone calls make proper communication possible.
<i>Locally known</i>	As a result of successful PR-activities MUSTANGH is locally known by Maastricht citizens and among field-experts.

Education

<i>MUSTANGH house</i>	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.
<i>University</i>	Close collaboration with the educational institute with respect to student education.
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the WGH, wherefore they have received 'Guidelines for Doctors'.



Year	GEZP students	Elective-students	Other
2003	-	-	1 Technical University student – building plan WGH
2004-2005	0	2	
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-tests) 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

Financial support

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.

<i>Laboratory</i>	Renovation of laboratory.
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<i>Leeuwenborgh</i>	The Leeuwenborgh College is a school for among others nursing students.

College

These students have started a 4-week internship in the WGH and stay during their visit in the MUSTANGH house.

Activities in the Netherlands

MUSTANGH undertakes various activities in the Netherlands for fundraising and for gaining more recognition in Maastricht University and among the Maastricht population. A selection of our activities in the past is shown below.

Fundraising

- *Applying for funds:* MUSTANGH applies funds for a variety of larger projects. In the past, a.o. money for the ambulance, paediatrics ward, hepatitis B vaccinations and the education fee for the medical student were acquired in this way.
- *Public sale of arts and fair:* money is raised by organising a public sale of arts and participating in a fair to sell everyone's old stuff.

Public relations

- *African weeks:* yearly African weeks full of activities and in collaboration with the student restaurant of the university, the Mensa.
- *Christmas waffles:* yearly own-made waffles are sold at the university
- *Promotion activities:* presenting short introductions on MUSTANGH before lectures, spreading flyers, putting up posters
- *News:* gaining media-attention and appearing in the media in for example 'Dagblad de Limburger', 'Summum' and 'De Observant'.
- *Joining festivals:* attending diverse festivals in Maastricht

Achievements 2013-2014

Many new achievements have been made in the academic year of 2013-2014. Besides the regular activities as for example promotional activities and selling Christmas waffles, below you can activities that we have been working on this year.

Radiology assistant training Because only Dr Kubio is specialised in radiology, money is gathered in order to pay for Mr. Ishmael Awini's training. Afterwards he will be a better assistant in ultra sound diagnostics.

Project list A list of both large and smaller projects in the WGH has been established to give a clear overview of needs and priorities for acquisition activities.

Time line An expanded time line has been established to give a clear overview of all activities of MUSTANGH to make it easy to plan all activities well in advance.

Contact list To improve continuity within MUSTANGH, a start with the creating of a database has been made. In here, many of MUSTANGHs previous and current

contacts are listed. For each contact, an expanded history is given so that the whole past relation with MUSTANGH can easily be traced back.

Accountant WGH Since this year, there is direct communication between the accountant of the WGH, Sr Seraphine, and the treasurer of MUSTANGH to improve communication and increase transparency.

Students The first trial with KKB-forms (short clinical evaluations) has taken place to replace the current student grading system. An evaluation will follow next year.

GEZP promotion A presentation has been given to all 5th year medical students about the possibility to undertake the GEZP in WGH, also flyers have been handed out.

Tropical doctor Femke Akkermans, a former GEZP student in the WGH has finished her degree for tropical medicine. She has emigrated to Damongo in February 2011. Unfortunately, Femke could not work in the West Gonja Hospital as planned but has found a place in Tamale Teaching Hospital instead.

Creating partnerships There was exploration of possible partnerships with public health studies and the midwife school by introductory meetings. In addition, new contacts with among others the new dean of the FHML have been established. A first exploratory meeting with Maastricht student NGO's has been hold.

Acquisition A new contract with printer Océ has been signed. Two presentations have been held for the rotary Venlo and rotary Weert to enjoy broader reputation.

Website/ social media WeProvide has updated our website for free: translation into English and creating advertisement space on the website. A Facebook-page and a Linked-in page have been created.

New members Many new PR-committee members have joined MUSTANGH thanks to many recruitment activities like the introduction evening.

Maastrichts-Mooiste A partnership has been created with Maastrichts Mooiste and an increasing number of MUSTANGH members have joined this running event and raised money for MUSTANGH.

African weeks In November, African weeks in both the university restaurant of Randwyck and SBE faculty have successfully been held with additional activities in the evening.

UM Sport Both in the African weeks and at the end of the year, a MUSTANGH Zumba class and football competition have taken place at the university sports centre.





Financial situation MUSTANGH

Booking year

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Revenues

The revenues we generated were more than expected, even though Maastricht University has not yet transferred their donation. We received a large sum from Stichting Elisabeth Strouven in order to save for a new ambulance; we will need approximately €40.000. Small sources of income such as donations and some acquisition incomes will also be saved for the new ambulance. In total we generated approximately € 5.900,- for the ambulance during this year. Adding the € 8.000,- we received previously from the Rotary club and the € 1.100,- that was left over from the maternity ward, we have currently saved around € 15.000,- for the ambulance.

Should we still receive the subsidy from the university the amount generated will be added to the savings for the ambulance.

Reserved amounts

MUSTANGH has € 26.916,66 liquidities at the end of the academic year of 2011-2012. Of this sum the following amounts have been reserved for the following purposes:

€ 10.000,00	Reserved for emergencies
€ 250,00	Still to be paid for renovation of the Mustangh house
€ 1.100,00	Still available from the savings for maternity ward, reserved for ambulance
€ 8.000,00	Rotary donation, reserved for ambulance
€ 915,00	Friends of Mustangh, reserved for ambulance
€ 2.500,00	Elisabeth Strouven, reserved for ambulance
€ 2.344,86	Small donations, reserved for ambulance
€ 280,50	Reserved for reunion
€ 170,00	In vault
€ 25.560,36	Total

Actual reserve: € 1.356,3

An amount of € 10.000,00 has been chosen to reserve for emergencies. This amount has been chosen in close consultation with the Board of Advisors. If there are any emergencies, for example with the MUSTANGH house, we are able to cover expenses directly.

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. 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 as beginning to wear down on MUSTANGH foundation, and revenues were scarce. Due to prior donations we were however 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 will finance the medical studies of Mr. Saadaare Anlaagmen Vitalis for a period of four years. During the past year, 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.

Appendix

Table 1 - Overview of end of year balances since 2010

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 or loss		-8.109,54	-1.905,61	9.177,50***

End of year balance	2013-2014
Vault	270,00
Current account	5.836,47
Second account	708,65
Savings account	29.951,04
Total liabilities	36.766,16
Profit or loss	672.09**

*According to the bookkeeping of 2013-2014 there was 944.25 euro in vault at the beginning of the year (so also at the end of 2012-2013?). This could be the explanation for (**).

Table 2 - Overview of financial yearreports since 2008

	2008	2009	2010 ⁺	2009- 2010	2010- 2011	2011- 2012	2012- 2013	2013- 2014
Expenditure								
Foundation costs	171	1.036	922	1.064	866	274	922	740
Renovation Hospital	17.516	11.000	0	11.426	15.000	6.105	0	106
Education staff WGH	0	0	1.110	1.110	2.223	2.477	2.320	2.215
PR	1.251	616	509	6.277	1.045	1.880	1.218	3.665
Evaluation in Ghana	2.367	2.315	1.864	2.264	1.899	2.154	1.702	1.777
Mustangh house	3.261	2.777	1.741	1.741	2.574	2.800	2.522	1.870
Staf WGH	0	0	0	0	0	2.160	2.202	2.414
Other expenditure	6.146	0	0	0	75	0	11	0
Total	30.713	17.744	6.146	23.883	23.680	17.849	10.977	12.787
Revenues								
Rent	700	2.088	1.600	3.098	2.155	1.419	2.461	520
Support UM	10.269	200	0	0	3.000	0	3.000	1.821
Sponsors	2.363	0	0	1.267		2.500	2.160	0
Subsidies	2.500	0	0	0	2.713	3.150	0	0
Donations	0	470	1.700	2.400	5.200	3.705	7.968	7.925
Friends of Mustangh	1.438	1.385	795	1.300	1.005	915	928	845
PR activities	14.120	1.730	582	0	837	1.639	3.500	1.552
Intrest	0	0	0	0	661	420	219	229
Other sources of income	0	407	1.292	1.292	0	2.196	55	0
Total	31.389	6.280	5.969	9.357	15.571	15.944	20.291	12.891
End of year balance	676	-11.463	-177	-14.526	-8.110	-1.906	9.313***	104**

All amounts stated in whole euro's

⁺ 1 januari 2009 - 31 augustus 2010

** These amounts are different. Explanation can be found at *.

*** Unfortunately when we were looking over the bookkeepings we noticed an error in the bookkeeping of 2012-2013. This most likely happened with the introduction of the second account. This is why the amounts are different.



Highlights for the coming year

This section explains the future plans of MUSTANGH Foundation and is meant to offer a checklist for future continuity within the foundation.

Board

- To strengthen the connecting of different parties with MUSTANGH Foundation
 - *Within the board:* we believe that it is vital for the functioning of our board, that the new members will be acquainted with MUSTANGH as quickly as possible. Therefore we would like the focus more on integration of new members in the upcoming year. We've planned to do this by starting the year with an activity, at which we will brainstorm about MUSTANGH and the approach we would like to take the upcoming year, but also use the activity to get familiar with one another.
 - *With the committee members:* last year we realised that a lot of members of the PR committee didn't feel a strong connection with MUSTANGH. They didn't know what we were working on, while they are often the ones that are promoting MUSTANGH. Therefore we've planned to put extra effort into the connection between the committee and MUSTANGH as a whole.
 - *With former MUSTANGH members:* over the years, MUSTANGH has been run by many different people, and many different students went to Ghana with the MUSTANGH project. In the upcoming year we would like to reconnect with these people, because we believe that they are of great value for the foundation. They can teach us about the past, they can connect MUSTANGH to other valuable people and they are a source of information for the foundation. The first step that we undertook to reconnect with them is by organizing a MUSTANGH reunion.
- In the next few years **MUNDO/FHML** is working on the innovation of the master phase of the medicine curriculum in the *Tamale UDS*. MUSTANGH would like to be involved in this project and tries to incorporate the West Gonja Hospital in this project. At this point, we are not sure to what extent of cooperation may be possible.



Education

- As in previous years, the **supervision** of the students during their internship in the WGH is an important point for the future. We stimulate Dr. Kubio to offer quality supervision. When he is not present in the hospital, he should arrange someone to replace him or the students should be able to reach him by phone. Students should actively ask for supervision and if they do not receive this, they should report this to MUSTANGH. The students should not work in the hospital if there is no doctor available or cannot be reached by telephone.

- Last academic year, we had a trial with more **KKB-forms** (short clinical evaluation for students), next to the 360 degree feedback forms (current evaluation/grading forms for performance of internship). This is because Dr. Kubio reported that he and other staff members (e.g. nurses) had difficulties in filling in the 360 degree feedback form. Unfortunately, the KKBs had no extra value for the evaluation, since dr. Kubio filled most of them in at the end of the internship. To improve this, we will make a small book with all the evaluation forms, to which we will add a timeline.
- **Safety** remains an important topic for MUSTANGH after the event in March 2011. We will estimate the current safety situation in Ghana on regular basis and we will inform and advise students about this. This is done by contacting the WGH, the Dutch Embassy in Ghana and local travel organisations before the students go to Ghana and of course we check extra if any information reaches us that makes it necessary to check it again.
- In the last years the number of applicants for the WGH **GEZP has decreased**. Therefore we aim to actively promote this internship even more. On top of that we would like to evaluate why students do not apply for the GEZP in Ghana, e.g. by making a questionnaire. We also hope that this year the first students of 'health sciences' will do an internship in Damongo.

Acquisition

- One of the important goals of this year is to start an **acquisition committee**, a group of 4-6 people, which can develop projects that aim at gaining resources.
- Important for the future remains the search for a **structural source of income** and the search for grants. Next year MUSTANGH will focus on a grant for a new ambulance for the WGH.
- **Reducing costs** by creating advertising space on our website for our current contacts. Last year this is done for our printer and web provider. This year we would like to expand this practice.
- **Developing new activities** in Maastricht, preferably together with other NGO-student organisations with the aim to raise small sums of money and creating publicity.

Public Relations

- An **active PR-committee** is very important to make MUSTANGH more widely known, not only within the university, but also within the MUMC+ (Maastricht University Medical Centre) and within Maastricht itself. Therefore we aim to *recruit more members* to the PR-committee and subsequently we aim to *organise more activities*.
- Last year we expanded our **annual Africa week** to the School of Economics and Business (SBE) Mensa, thereby creating more awareness of MUSTANGH outside the Faculty of Health, Medicine and Life Sciences (FHML). We would like to continue this for the upcoming year and also promote in the inner city library.

- Organizing some **smaller PR activities**, spread over the year, to keep MUSTANGH in the picture during the whole academic year.

Finance

- Due to practical reasons, we will **transfer** from the Deutsche Bank **to the Rabobank**.
- We want to **separate the commercial and the foundation part** of MUSTANGH as much as possible, by creating separate accounts, realisations and budgets. This will increase the transparency of MUSTANGH.
- We've planned to focus more on **the 'Friends of MUSTANGH'** in the upcoming year, since this can be considered a stable source of income.
- In close collaboration with the treasure of the WGH, we will yearly develop an overview of the expenditures.

Organisation structure and members 2011-2012

Board members

President	Ilse Mattheij
Vice-president	Marlieke Bouwmans
Secretary	Ines Reith (- Jan '12)/ Charlotte Dieteren (Jan '12-)
Treasurer	Annelies Post
Head Education	Anneloes Huijgens
Head Public Relations	Sander Tromp
Head Acquisition	Mathijs Weijnen

PR/acquisition Committee

Niels van der Baan, Rhiannon Blanchette, Isabel Cornelisse, Inge Hendriks, Emmy Hoskam, Lieke van Lith, Monique Poortvliet, Vivian Römers, Marijn Soeteman, Sanne de Waal, Maryvonne Witjens.

Members of Council of Advice

E. Brouwer	Project manager SHE collaborates
T. Gerards	Former MUSTANGH board member; Project Coordinator Maastricht center for Entrepreneurship.
R. van Ginderen	Architectural engineer, designer of the new WGH
L. de Jonge	General practitioner, ex-tropical doctor, head department education for basic curriculum for general practice, UM-FHML
D. van Meel	Project manager and advisor
M. Olivers	Director Executive Education Maastricht University School of Business and Economics
B. Post	Accountant and fiscalist
B. Ramaekers	Legal consultant at Studio Civiel
G. van Kasteren	Former GEZP student; general-practitioner under training

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

Colofon

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Chamber of Commerce

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