



MUSTANGH
FOUNDATION

Annual report

2017 - 2018

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

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 side the West Gonja District Hospital (WGH) in the Northern Region of Ghana was in urgent need of financial and material support. On the other side 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 one side it offers places for international electives to Maastricht medical students as a good learning environment and on the other side 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. Apart from that, the presence of medical students can also be regarded as a form of development aid in this hospital with a scarcity of 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. Since 2015 the main focus is on education 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. In this way we hope to support the hospital in a more sustainable way by offering knowledge instead of just plain equipment.

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 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. 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 and ultrasound facilities, a public health unit, a theatre and a small laboratory. With less than 10 doctors (4 at the moment of writing), 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. However two doctors of the hospital are currently sponsored by MUSTANGH and are specialising in gynaecology, a highly needed skill in this region. 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 visiting GEZP students at a time, with the possibility to add elective, nursing or research students up to a total of four students. 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 and which is owned by MUSTANGH. 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 (one of which is always the president) 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 as well as a general protocol. 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.
Board of Advice	MUSTANGH board meets every year with a Board of Advice with specialists in different fields. During the year the board of advice can be consulted on various matters.
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 and performance appraisals have been established
Documentation	An external English policy and annual report as well as a more in depth internal Dutch policy and annual report are made each year. Apart from that there are different documents for the journey to Ghana, all the meetings with external parties as well as all the board meetings. These are stored on a professional Dropbox for convenience as well as continuity.
Annual planning	There is an annual planning which states the most important events in the year to keep an eye on the long term goals. The annual planning is made in the beginning of each year and adjusted according to the new policy
GDPR	In 2018 a new General Data protection Law was established within the European union. MUSTANGH strives to have our documentation in order and to adhere to all the different aspects of this law.
Internationalisation	MUSTANGH strives to become an international organisation with more international members. The first start has been made in the year 2017/2018 with 1 international committee member. The goal is to have 2 international committee members in both committees in 2018/2019
Trip to Ghana	To improve communication between both parties, to ensure that sponsored projects are completed and to brainstorm about new projects two representatives of the board visit Ghana annually. This is documented in depth on the Dropbox.

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. When needed new equipment can be bought by the students in consultation with the board, the money will be deducted from the rent.
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. The solicitations are done by 2 members of the board in collaboration with Emmaline Brower
Elective	For last year medicine students it's possible to do a elective in Ghana focussed on tropical medicine and primary health care. Selection is based on the amount of places left in the MUSTANGH house.
Nursing students	Each year a maximum of 4 nursing students of the Leeuwenborgh college visit Ghana and also make use of the MUSTANGH house. Their supervision and internship is regulated entirely by Leeuwenborgh.
Research	For students of health related studies it's possible to do a master thesis in Ghana. However this is only done at the students own initiative and has to be useful for the hospital as well as approved by Maastricht University in terms of funding and insurance.
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. During the trip the education officer has regular contact with the students in Ghana about their experiences and offers help where needed.

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 2017-2018 a total of 12 students stayed at the MUSTANGH house. There's also a special flyer designed specifically to promote the education opportunities MUSTANGH provides.

Experiences

Students who've been in Ghana share their experience by writing an experience story, answering questions for the experience book and share their knowledge with new students in a special Facebook group

Table 1: Presence of students in the West Gonja Hospital

Year	GEZP Students	Elective-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		
2016-2017	3	4	5 Leeuwenborgh college nursing students
2017-2018	6	2	4 Leeuwenborgh nursing students

Financial support

Finished and ongoing 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 is currently being 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.

World day of the sick	As an extra project MUSTANGH sponsored part of world day of the sick, which is a week long project in which awareness around health and sickness is created in the West Gonja district, as well as numerous actions are organised to aid the sick and elderly. The opening of this project has already been held, however due to logistical delay, the rest of the week is still to be held at the moment of writing.
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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
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Physician Assistant	Terience Francis has followed the education to become a physician assistant in 2015-2016. At the beginning of 2017 we sponsored a top-up programme, in which he got his degree. This took 3 months and currently he's working for the government for 1 year. After this he'll be working the WGH for at least 4 years.
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Doctor	MUSTANGH paid for tuition and resources needed for the education of Mr. Vitalis, former nurse at WGH to become a doctor. In September 2017 Mr. Vitalis started working in the WGH. He'll be bound to the WGH for at least 5 years.
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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.
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Gynaecologist	In September 2017 Dr. Jonathan and Dr. Anthony (who both work in the WGH as doctors), have begun their education to become a gynecologist. This will take 3 years, after which Dr. Jonathan and Dr. Anthony will resume working at the WGH.
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Anesthetist	In September 2017 Emmanuel Tabi has started his education to become an Anesthetist, this will take 2 years, after which he has to work for the government for 1 more year. After this he'll be bound tot the WGH for at least 4 years.
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Partnerships

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 annual subsidy for 2 board members to visit Ghana. They also offer a platform for promotion to FHML students and staff.

Activities in the Netherlands

Fundraising

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.

Friends of MUSTANGH

MUSTANGH has a number of 'friends of MUSTANGH' which sponsor MUSTANGH on a monthly or yearly basis

Events

MUSTANGH tries to become the main charity of events, like sponsored walks or runs, lotteries, market fairs, bake sales etc.

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.

Maastricht Mooiste

In 2018, students and other individuals could run 'Maastricht Mooiste' for MUSTANGH and collect money this way. Because this was the starting year it took some time to get everything ready but this event is ready to be used again in the following years. Even though it was the first year 6 people participated and together they raised a considerable amount

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 money. Aimed at the students of Maastricht and other inhabitants of Maastricht in order to raise money and increase visibility

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.

News

gaining media-attention and appearing in the media in for example 'Dagblad de Limburger', 'Summum' and 'De Observant'.

Flyers

MUSTANGH has an English general flyer and a Dutch flyer aimed especially at internships

Achievements 2017-2018

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

Professionalism The last year we made great efforts to give our organization a more professional appearance. We continued with the efforts started in 201-2017. Also an annual calendar has been made in which a lay-out has been made about all the different activities and tasks which had to be done each month. In this way we hope to increase the continuity and to keep an eye on the long term goals.

Connection between board and committees This year we continued to do more activities with the committees. We had a brainstorm evening, a crazy 88, a Christmas activities, pubquizes, a 'friettafel' and potluck dinner. By including everyone in the preparation and choosing the dates far before the attendance was high.

Facebook This year we've become much more active on Facebook. The total amount of likes increased from 519 to 690 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.

Pitch training This year a pitch training was given by an old board member to the board and committees. After this some example pitches were written by the committees. We hope this will improve the professionalism of our presentations, as well give some aid to new members. We hope to do the pitch training again in the upcoming years

GDPR	In 2018 a new general data protection regulation was enforced by the European Union. In reaction to this numerous changes were made in documentation, the newsletter and the website. Apart from this new contracts were made and a special privacy statement was written.
Movie about MUSTANGH	As an attempt to improve the quality and professional look of our foundation, a start has been made to make a promotion movie about the MUSTANGH Foundation. Unfortunately this has not been finished in time and has to be continued by the next board
International	In 2017/2018 it was decided that MUSTANGH must from now on strive to become an organization with international members. In order to do this MUSTANGH will be open to international committee members from 2018/2019 and international board members from 2019/2020. In order to make this possible part of the documents have already been translated. This effort has to be continued by the next board.
Board of advice	From 2017/2018 the board of advice will only meet once annually. The other meetings will be replaced by contact with individual members of the board or mail contact. We hope this will make the board of advice more efficient.
Staff	The old cleaning lady of the MUSTANGH house Jane has been replaced by Mary. This due to internal problems which occurred between Jane and the students. The issue has been discussed by the board, the hospital, the board of advice, Jane and the students and it was concluded that this was the best decision.

Acquisition

Improvements introduction period	The introduction period of the acquisition committee has been approved, with a quiz, an introduction in how to write a good sponsor letter and an example letter. Apart from that the committee also went to training days about sponsorship.
Sponsor project gynaecologist and anaesthetist	A start has been made with the sponsoring of the gynaecologist and anaesthetist. However this remains the main focus for the upcoming year.
Maastricht mooiste	In 2018, students and other individuals could run 'Maastricht Mooiste' for MUSTANGH and collect money this way. Because this was the starting year it took some time to get everything ready but this event is ready to be used again in the following years. Even though it was the first year 6 people participated and together they raised a considerable amount.
PIF	PIF stands for pay it forward and is an platform which makes it easy for individuals to raise money for MUSTANGH through social media. MUSTANGH is on this platform since 2018.

Protocol after sponsoring
An official protocol has been made about who is in charge of what after a big sponsor makes a donation. Tasks are shared between the acquisition committee and secretary. Examples are addition to newsletter, updates of the project and a thank you card or a small gift.

Overview of sponsoring
Since 2017/2018 there will be an overview made of every sponsor project with every sponsor, the amounts, the dates and further information. This will be kept up to date by the acquisition committee.

Christmas letter
This year we once again handed out the Christmas letter throughout Maastricht. We also handed out the letter in the offices of the university. The Christmas letter has as goal to raise money for MUSTANGH and also serves promotion purposes.

Public relations

Collaboration with other organisations
In 2016/2017 it was decided that the PR committee would spend more time collaborating with other organisation. In 2018/2018 we've continued this goal and collaborated with MSV Pulse, Koko, UM sports, the Innbetween and In den Ouden Vogelstruys. There have also been attempts made to collaborate with UNSA and IFMSA

Recruitment of new members
A document has been made to improve the efficiency of the recruitment of new members by stating what has to be done and when it has to be done. The recruitment of new members should be supervised by one board member who is responsible

Wardrobes
In 2017/2018 MUSTANGH was allowed to do the wardrobes at two big parties. This is a good way to raise money and to also gain promotion (especially among students).

Education

New supervision
From 2017/2018 onwards the supervision of the students will be done by Dr. Nelson the new head of the hospital since Dr. Jonathan is away to study. There have been no issues due to this change.

Coursebook
The coursebook was very outdated so an entire new coursebook has been made. Also appointments have been made to check the coursebook once or twice annually in order to keep it more up to date.

Experience book
Apart from the experience story every student has to write we also introduced a new experience book in which every student answers some standard questions. We print this and stick this in a book which we can bring to promotion events for students to read and we can also post it on the Facebook page. However it has turned out difficult

to get the students to fill in this book after they have returned. This will be a focus point for next year.

Leeuwenborgh
College

This year there has been closer contact with the Leeuwenborgh college. A meeting has been organised at the beginning of the year. Also 2 board members have kept a presentation for the students which went to Ghana during the information evening. There has also been an evaluation moment. However from 2017/2018 Leeuwenborgh has to pay fees for the supervision of their students, this might mean that they can't sponsor MUSTANGH next year. However the collaboration (with the students staying in the MUSTANGH house) will remain.

Financial situation MUSTANGH

Booking year

This academic year has been a good financial year for MUSTANGH. We received some unexpected donations, which we are very thankful for. On the 31st of August 2018 the total capital of MUSTANGH foundation was ~€47.500, of which €10.000,- is reserved for emergencies and approximately €13.500 is meant for our sponsorprojects, namely the gynecologists and the anesthetist, and the salary of our nightwatch and housekeeper. We still need to transfer this money to Ghana (this transaction is delayed because the amount of school fees of the academic year is announced very late in Ghana and we didn't want to wait with this until the next transaction, which is only in January 2019). This leaves the total liquidities €24.000. During the Ghana trip this year the bookkeeping of the WGH could be checked for the first time since 2016 because of the problems with the new bank account last year. So there were a lot of documents that needed to be checked but we are happy that we could complement our administration.

Expenses

The expenses of MUSTANGH the Netherlands were similar to the expenses of last academic year (2016-2017). We are satisfied with that because this means that we now have a sort of baseline of costs for one academic year, apart from unexpected high expenses that we can't predict in advance.

The trip to Ghana by two of our board members has costed ~€2.000,- this year. This amount is higher than last year, that is because the flight from Accra to Tamale was cancelled and they had to buy new tickets, while losing the money from the initial tickets.

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

- **Education of two gynecologists:** last year we estimated a total amount of €9.000,- for the whole 3 years of both gynecologists but this year we found out that there were a lot of extra costs, ~€11.285,-. This means that we have to keep on saving money for the education. Both gynecologists finished their first year and will start in September with the second academic year.
- **Education of an anesthetist:** we already got enough sponsoring for the first year of the anesthetist, which he also finished. This has cost around €1.115,-. In September he will start with his second year as well but we are still looking out for sponsoring.
- **Education of a pediatric nurse:** Miss Julie finished her studies and will now come to the WGH to work as a pediatric nurse. A big part of the costs of the third year was sponsored by Leeuwenborgh college.

- **World day of the sick:** this year we sponsored an amount of €635,- for the world day of the sick. This is a festival that the hospital organises, but it was cancelled last year because there was not enough money. So this year we decided to invest the money that we raised during the Africa week in this project.

Revenues

- **Rent MUSTANGH house:** the rent of the MUSTANGH house was decreased to €30,- per week. With this price we can cover the salary of our maid and guard Mary and Kassim and also the stuff that students bought for the MUSTANGH house for example when something is broken. The total amount of rent this year was ~€3.500,-. This is higher than we expected, because way more students than usual applied for the internships.
- **PR committee:** the PR committee raised €765,- during the Africa week, which is a great result and also higher than expected! During other activities they raised ~€290,-. These activities were rentable for the foundation because they were simple activities with very low costs. So we could cover the costs with the gainings; this is exactly the goal of a PR activity; to promote and not to make money.
- **The Acquisition committee:** the acquisition committee had a hard time finding sponsors this year so the estimated amount was too high. Nevertheless, we received a few unexpected donations so we are very pleased with that. The acquisition committee also came up with a new idea this year; namely to form a group of runners to participate in Maastrichts Mooiste and raise money. We didn't expect such a fantastic result: ~€525,-!
- **Friends of MUSTANGH:** this year one new friend was added. This friend also makes use of our ANBI status. Unfortunately, three friends were removed from the list. Because of that we gain €15,- less every month. A goal for next year will be to gather more friends of MUSTANGH.
- **Subsidy:** from the University of Maastricht we received a subsidy of €2.500,- for the trip of the board members to Ghana and €500,- for the gas/water/electricity costs of the MUSTANGH house.

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 we sponsored the second training of two radiology assistants. 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. In 2017 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 who have started in september 2017, and for whom the expenses of the three year long education are already covered. In 2017-2018 the focus was on the sponsoring of the education of an anesthetist, the gynecologists and the last year of the education of the pediatric nurse. The pediatric nurse completed her studies and will work in the WGH from now on. The gynecologists and the anesthetist have all finished their first year and will start in september with their second year. So these are the projects that we will continue while starting next academic year 2018-2019.

Table 1 and 2 - 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/loss		-8.109,54	-1.905,61	9.177,50

End of year balance (€)	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Vault	270,00	272,00	270,00	270,00	270,00
Current account	5.836,47	6.976,57	6.912,68	4.269,18	4.504,64
Second account	708,65	1.111,79	3.038,52	3.705,53	7.295,24
Savings account	29.951,04	25.968,04	26.103,76	30.150,12	34.758,25
Total liabilities	36.766,16	34.328,40	36.324,96	38.421,83	46.828,13
Profit/loss	672,09	-2.437,76	1.996,56	2096,87	8.406,30

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	2017-2018
Expenditure												
Foundation costs	171	1.036	922	1.064	866	274	922	740	683	543	1.268	732
Hospital	17.516	11.000	0	11.426	15.000	6.105	0	106	82.07	4.973	14.313	639
Education staff WGH	0	0	1.110	1.110	2.223	2.477	2.320	2.215	2.609	3.119	4.986	3.436
PR	1.251	616	509	6.277	1.045	1.880	1.218	3.665	5.732	1.066	699	688
Acquisition	-	-	-	-	-	-	-	-	-	-	194	25
Evaluation in Ghana	2.367	2.315	1.864	2.264	1.899	2.154	1.702	1.777	2.172	1.446	1749	1.982
MUSTANGH house	3.261	2.777	1.741	1.741	2.574	2.800	2.522	1.870	1.492	1.057	3689	885
Staff WGH	0	0	0	0	2.800	2.160	2.202	2.414	560	3.718	3240	12
Other expenditure	6.146	0	0	0	2.160	0	11	0	490	203	62	1.975
Total:	30.713	17.744	6.146	23.883	17.849	17.849	10.977	12.787	21.945	16.125	30.200	10.374***

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. Examples of good activities to do are a brainstorm night, a crazy 88 and a potluck dinner.
 - To improve the knowledge of the committees at the beginning of the year in a fun year it's nice to have a quiz (with prizes) about MUSTANGH.
 - To improve the presentation level of MUSTANGH and the professional appearance it's good to do a pitch training about halfway through the year.
 - Put effort in getting the committees to go to the activities that MUSTANGH organises.
 - Organise a dinner in the Africaweek for all the MUSTANGH members and proceed to an open activity after that, this is a good way to get all the members to an Africaweek activity
- **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. The recruitment of new committee members should be organised very well, this is done best if supervised by one person. Start early as it takes a long time from starting with promotion until actually accepting new members.

- **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. Examples are; UM sports, IFMSA, Innbetween, UNSA.
 - Innbetween: innbetween is very keen to cooperate with other charities, make use of their knowledge, publicity and facilities
 - In den Ouden Vogelstruys: to keep the contact up to date it's important to visit the pubquizes they hold as a teambuilding activity every once in a while.
- **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.
- **GDRP:** since this law is new, it's very important to stick to it as a small organisation. Put effort and thought in how to stick to the GDRP.
- **Movie about MUSTANGH:** to improve the professional appearance of MUSTANGH during promotion, a movie about MUSTANGH has to be made
- **International:** MUSTANGH wants to attract international members, it's a task of next year's board to make this happen through promotion to a broader audience but also making the logistics and documents within MUSTANGH ready for this change.

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.
- **The experience book:** Every student that goes to Ghana has to write an experience story and write in the experience book. This should be discussed prior to the students leaving. A tip is to get these information before they leave Ghana.

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.
- **Anaesthetist:** contact with the anaesthetic department of the MUMC has been made during the last year. This contact has to be continued during the following year. We hope that a collaboration can be made.
- **Maastricht Mooiste:** this year a lot of effort has been put into Maastricht Mooiste, this should be continued next year. With this years preparation it can become bigger every year.
- **Documentation:** it's very important to clearly document al sponsors and sponsorprojects for the future.

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 task 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 car and the week of the sick. Next year MUSTANGH foundation should will work on completing the sponsoring of the Anaesthetist as well as the Gynaecologist
- ***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:** Maud Cox
- **Secretary:** Michelle Kusters
- **Head education:** Anniko Snoeren
- **Head public relations:** Laura Cammaert
- **Head acquisition:** Denise de Bock

Acquisition committee

- Head: Denise de Bock
- Christan Collaert
- Annemijn Bijlsma
- Anne-Claire van Alstede
- Juliët Holtscholag
- Nienke Bosma

Public relations committee

- Head: Laura Cammaert
- Martha Spronk
- Rebecca Bulaman
- Lizy van Eijk
- Marie-Eline Debeuf
- Kirsten Waanders

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
- **J. Kievits:** retired director of Development & Alumni Relations of the FHML of Maastricht University

- **M. Verhaegh:** medical student, former president of MUSTANGH board 2015/2016 (has been active within MUSTANGH for 3 years).
- **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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Identification number for legal entities and associations (RSIN): 8168.68.153