



MUSTANGH
FOUNDATION

Annual Report

2019 – 2020

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: 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 aim to make a lasting contribution to health care in Ghana. The key words are therefore:

“EDUCATION and SUPPORT”

You can find more information about our vision, mission and goals in our policy. This annual report will give an overview of our achieved goals and happenings throughout this year.

Besides that we give feedback to the most recent policy.

Inhoud

List of abbreviations	7
MUSTANGH Netherlands	8
Board	8
Reports	9
Professionalization	10
GDPR (AVG) law	10
Movie about MUSTANGH	11
Internationalization	11
Committees	12
Council of Advice	14
Partners of MUSTANGH	15
Educational institute FHML	15
St John Hospital of God	16
2. MUSTANGH Ghana	17
Contact person and communication	17
Trip to Ghana	18
Meetings	18
Future sponsorship projects	19
Ghanaian bank account	20
MUSTANGH house	20
Staff in Ghana	21
Sponsorship projects 2019-2020	21
Finished projects	21
Currents projects	22
Future sponsorship projects	23
Long term vision of sponsorship projects	24
3. Education	25
Handover	25
GEZP and internship of choice	25
Applications	25

Assessment of the students	26
Coaching of the students	26
Coursebook	26
Experience book	26
Experience reports	26
Communication with students	27
Communication with the hospital concerning arrival of students	28
Promotie GEZP en keuzeonderwijs	28
GEZP information meeting	28
Buitenlandbeurs	28
Pulse newsletter	28
Facebook and social media	28
WESP and other internship opportunities	29
Global-Health students	29
Tamale	29
Leeuwenborgh College	29
Reporting back to the board	30
Reporting to Exchange FHML	30
4. Acquisition	31
Well prepared sponsor recruitment	31
Sponsorship projects gynaecologists	31
Sponsorship project Anaesthesiologist	31
Sponsor project peri-operative nurse	31
Sponsor project paediatric nurse	32
Internationalization	32
Different types of activities	32
Maastrichts Mooiste	32
Maastricht University	33
Permanent friends	33
Medical equipment	33

Protocol after sponsoring	34
Sponsorship overview	34
Contact rotary	34
Christmas letter	35
Pitch training of Thijs Geradts	35
5. Public relations	36
Internationalization	36
Enlarging brand awareness	36
The Africaweek	36
Other activities	38
Cooperation	38
Member recruitment	39
Other goals	39
Promotion	39
6. Secretary	41
Website	41
Facebook	41
Instagram	42
LinkedIn	42
Agenda	42
Calender	43
Newsletter	43
Documentation	43
7. Financial overview	44
Goals	44
In general	44
Kosten	45
MUSTANGH NL	45
PR committee	45

Acquisition committee	45
MUSTANGH Ghana	45
Ghana trip	46
Earnings	46
Friends of MUSTANGH	46
Subsidy trip to Ghana	46
Rent MUSTANGH house	46
PR-committee	47
Acquisition committee	47
Appendix 1: Contact information	48
Appendix 2: Members	49

List of abbreviations

ANBI status Algemeen Nut Beogende Instelling Status / Public benefit organisation

EPASS Electronic Portfolio and assessment support system.
Assessment file in which medical students from Maastricht University receive their assessment during the GEZP internship and elective internship.

FHML Faculty of Health, Medicine and Life Sciences

GEZP Participation in health care internship.
Eighteen-week semi-doctor internship for sixth-year medical students.

IFMSA International federation of medical students' associations Maastricht

MSV Pulse Medical study association of Maastricht University

OI Onderwijsinstituut / Educational Institute

PR Public Relations

RvA Raad van Advies / Advisory Council

UDS University of Development Studies

UM Maastricht University

WESP Science Participation.
Eighteen-week research internship for medical students.

WGH West Gonja Hospital

ALV Algemene Leden Vergadering / General Members Assembly

BMS Biomedical Sciences

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

MUSTANGH Netherlands

Board

MUSTANGH foundation, based in Maastricht, exists of a board with a president, vice-president, secretary, treasurer, Public Relations officer, Acquisition officer and head of Education. The PR and Acquisition officer are being supported by a committee. The board is supported by the Council of Advice, upon which we can always rely on.

Every year, we work hard to maintain good communication within the board. Bonding starts during the policy weekend in the beginning of the year. This year, we decided to travel to a location outside Maastricht at the house of one of the board members. We really liked spending a whole weekend. There was time for fun activities and writing next year's policy plan. We recommend the board of next year to do the same.

Throughout the year, we made sure enough fun activities were planned. Besides the usual teambuilding and board meetings, we gave each board member a small present for her birthday. In return, she would bring a treat for the rest. By doing this, we made the meetings a bit more personal and nice. It is a simple way to improve the bonding.

After half a year, individual meetings with the vice-president were held to evaluate the performance of each board member. We spoke about the performance of the board in general and each board member separately. This was well documented and we discussed the results in the biannual policy meeting. This made us improve ourselves for the upcoming half a year and reach our goals even better. The tips and goals that came out of this, can be found in this annual report. Last year we decided to add the topic "Evaluation" to the agenda each meeting. This gives the board members a chance to talk about things they are struggling with and give feedback to other board members about things that happened in the two weeks between meetings. We highly recommend to keep doing this the upcoming years.

To keep the meetings fun and to keep track of everyone's life, we decided since last year to ask everyone to tell a great thing and a less great thing that happened since the last meeting. Most of the time, we did this during dinner. The next board could do this as well.

Five out of the seven board members decided to leave the board. The treasurer will continue as the new president and the PR officer will continue as the vice-president. At the end of March/beginning of April, we started with the recruitment of new board members. Because of the Covid-19 crisis, we chose to plan online Zoom sessions for students who had questions

before applying. During these sessions, 2 or 3 board members were present. The interviews were also held via Zoom with 3 or 4 board members that were asking the questions. The Facebook promotion was extra important this year. Especially the vice-president was responsible for the process, with help from the PR committee. The vice-president made a schedule with the applicants and times of the interviews. The board members could put themselves inside the schedule. We tried to make sure that the vice-president and two board members who are staying next year, would attend all the interviews. Despite of performing the interviews online, we had 10 applicants for the upcoming board of which 5 we could accept.

This year we payed close attention to the transition period. The new board was complete on time, that's why a long transition period was possible. Besides that, we renewed and perfected the transition documents. This year we chose to all check the transition document of one other person within the board. We made a schedule for this with clear deadlines. We found it really handy to check another document, that's why we recommend doing this again. Also the general transition document was updated. This document was sent to the new board members before their first meeting. Because of the Covid-19 crisis it was not possible to organize a nice activity where we first met, but we organized a common dinner at the end of the year. It is highly recommended to organize a fun activity with the old and new board before the first meeting.

Reports

Since a couple of years, a weekend is organized for the policy plan, where we brainstorm about the mission, vision and goals for the upcoming year. This led to an extensive document. This also contributed to the fact that from the beginning there was good collaboration between all board members and that everyone was aware of the shared goals. It is important to plan this as soon as possible after the summer holidays, so the policy plan can start soon. The past three years, this weekend was organized outside Maastricht (at a board member's home), which ensured a good bond at the beginning of the year. We therefore recommend the new board to repeat this again.

Personal evaluation meetings took place in the middle of the year, in addition to a separate evaluation meeting. The policy progress was discussed during this meeting.

The past few years there has been an abbreviated English version of both the policy plan and the annual report. Since last year we have chosen to make it more extensive, especially with our internationalization goal in mind.

A year seems short, but a lot can be done, so we recommend the new board to write an (unofficial) half-year report in the middle of the year, which can serve as the basis for the real annual report at the end of the year. This to prevent information about activities from being lost, simply because the board members no longer remember it.

Last year we started making an annual planning, which describes the main points that must be done every month by the board members. This annual schedule has been tried to be made this year as well. Only the board members considered this to be unnecessary since each board member already has a clear schedule for themselves.

Professionalization

Thanks to its informal character, MUSTANGH is a board characterized by pleasant and open cooperation. The board and committee members help each other and, if necessary, take over each other's tasks. The strength of MUSTANGH is therefore not the division of functions, but rather the bond between the MUSTANGH members themselves. MUSTANGH must however remain aware of its appearance to external parties. MUSTANGH may certainly be characterized by an informal character, but when it comes down to finances, the RvA, communication to external parties etc., MUSTANGH must act professionally. This can be done by the correct use of language, replying on time to e-mails, proper financial tracking and uniform information on the website, the newsletter and Facebook.

To give MUSTANGH a more professional look, the changes that were made in 2016-2017 have been retained, including buying and printing board jackets, using the Dropbox and working according to the formats.

The entire website has also been updated since this year. This has now become clearer and more beautiful. This also contributes to professionalization.

GPDR (AVG) law

On May 25, 2018, a new GPDR (general data protection regulation) law, called the AVG law in Dutch, went into effect, which caused many changes in privacy legislation. MUSTANGH must of course adhere to this. Since that board year, everything has been made in order regarding the GPDR law. For an overview of how MUSTANGH complies with the GDPR, we refer to the privacy protocol and the register of processing activity. Current members have given active consent by signing an AVG form at the beginning of the year. In addition, changes have been made to the website (which now also contains the privacy protocol), the newsletter and all contracts. In all these places, permission is now being requested for the collection and storage of data.

It is important for prospective board members that explicit active permission must be requested over and over when collecting new data (eg signing up for the newsletter, new committee members, board members and RvA members and taking photos).

Movie about MUSTANGH

Last board year the idea came to make a good quality promotional film. At that time there was too little material of quality that was good enough. This year the members who went to Ghana tried to make new material.

A video for promotional purposes would be useful for things such as recruiting new board and committee members, but also for the GEZP students and electives. A good video can be shown at any event and often images say much more than text. This year the treasurer has been busy making a promotional video. She contacted a friend of hers who is good at this. The quality is still too bad for what he could do with it. Next year we want to try to bring a decent camera on the Ghana trip.

In addition, the past years we have had contact with Lychelle van Bennekom, part of the Care4needs foundation, an organization that makes free promotional films for foundations that have a project in Africa. Unfortunately, she has not gone to Ghana in recent years, but she does indicate that this may be the case in the future.

Internationalization

For some time now, MUSTANGH is discussing whether we should also allow international board and committee members. Two years ago, we decided to take the first step towards internationalization, because our foundation is characterized by international cooperation. International members can also broaden our network and expand our target group. The first step was recruiting international committee members for the PR and acquisition committee. However, it has been stated that there must certainly be a few Dutch members in both the PR and the acquisition committee, in order to be able to make Dutch letters and documents. In the year 2017-2018 we had an international committee member. Since then all activities and promotion of MUSTANGH have been promoted in English and Dutch, the recruitment of new members is also done in English. This year we only had Dutch applicants.

Two years ago, the board also took the first step regarding the translation of the transition documents. In this way we could make it possible for international students to join the board. We did not continue this last year as there was little interest in a board position among international students and translation could still be done as soon as an international member joins the board in the future.

Committees

MUSTANGH Foundation has two committees: the PR committee and the acquisition committee. The PR committee focuses in particular on increasing the brand awareness of MUSTANGH within the university and beyond. The acquisition committee focuses on recruiting sponsors (this includes contact with companies, rotaries, associations and other sponsors regarding subsidies and support for sponsor projects).

This year, the PR committee was already filled before the start of the new school year through the recruitment before the summer holidays and members who stayed within the committee. The Acquisition Committee was almost complete. Each committee soon included 5 members. Unfortunately, a PR member dropped out during the first trimester. A replacement was immediately found.

The applications for the recruitment of new committee members were again being handled by the PR officer and the acquisition officer. In this way they could decide best who would fit which committee. This was experienced as pleasant by both officers and is highly recommended for next. The interviews for the summer holidays were made through Zoom due to the corona crisis.

This year, the committee members felt responsible for achieving the goals of MUSTANGH. As a result, the members often took initiative on their own and often came up with creative ideas to support a project. Because we strived together for one ultimate goal, the members within the committees were very enthusiastic throughout the year.

In the past, the board, the PR committee and the acquisition committee worked fairly independent. For the officers, management, maintaining enthusiasm and a critical attitude often proved difficult to combine. Evaluations are the right tool for thinking about points for improvement within the committees. We had these evaluations again this year. This was experienced as pleasant. In addition, efforts have been made to have the various committees integrate more with each other and with the board. The annual ALV and the integration between the committees certainly helped with this.

In order to keep the committees informed of current projects and other developments in Ghana, a brief update was given about Ghana during each committee meeting. The officers also held a quiz about MUSTANGH at a meeting once.

For next year this is definitely a must do. In this case the committees stay informed of the progress in Ghana and the committees understand better what tasks the board is carrying out. Within the committees, we noticed that the members were enthusiastic to hear from Ghana.

In order to keep the board informed of what the committees were doing, the officer also gave an update on the committee's activities at each meeting. This helped the board to better understand what the committees were working on and it became easier to help with this or to come up with ideas themselves. This must therefore continue to be a consistent item for both officers next year.

Since the committees were kept relatively little informed about each other's activities in previous years, we have chosen to organize an annual general member meeting (ALV). The board and both committees had a chance to present their achieved and future goals. In addition, an update was given regarding the Ghana trip, with many photos and videos added. The committee members were very enthusiastic about this. The ALV certainly encouraged integration between the board and the committees. Also, the ALV has ensured that the committee members became more enthusiastic about being a member (because they saw direct results of their effort via photos). It is definitely recommended to organize an ALV again next year. The vice-president was responsible for the organization.

Regarding the bonding, a Glow golf evening was organized at the beginning of the year, with some drinks at the end. The turnout was great and this was a perfect time to get to know each other. During the year there were various activities in which both committees tried to be present as much as possible. Because of this enthusiasm and the aim to be present, members from the various committees became more and more familiar with each other.

At the beginning of the year a group app was created with all members of MUSTANGH in it, this was nice for communication and certainly helped with the mutual bond. It would be good if this chat is used just as intensively next year, for example by sending a message for every activity that is done, and also use this chat for photos of activities of the board and committees. The president sends an update every so often so that the committee members also remain involved. For example, messages could also be posted when it is one of the members' birthday. We therefore advise the new board to create such a chat again and to use it intensively.

In addition, this year the plan for a board member to join the committee meetings a number of times. This ultimately failed. This is very unfortunate, because it is certainly good for integration and also instructive to see what exactly the committees do during a meeting. This also offers the president of the committee the opportunity to get tips on the conduct of the meeting from a different perspective. We therefore recommend that this is considered again next year and start early so that you can benefit from this for longer.

In the acquisition committee, more information was given on how to write a good sponsor letter, in order to keep the level of the letters high.

After the board was complete, a few members wanted to continue in the Acquisition committee next year, which is of course very nice for continuity. There was also a committee recruitment before the summer holidays, hoping to attract some new members. We did this using Facebook promotion, in which we also try to involve many international studies. Unfortunately, due to the corona crisis, lectures and walk-in days cannot be organized.

Council of Advice

Also this year, our student board was supported by a Council of Advice (RvA). It can be consulted on a variety of matters and up till 2016-2017 we met three times a year. The duties and responsibilities of the board and the council are laid down in the Internal Regulations of the foundation.

In the year 2017-2018 we decided to have a meeting with the RvA only once a year and to contact important matters by e-mail throughout the rest of the year. This was chosen because the RvA meetings were often considered insufficiently useful and not much was discussed. In addition, many RvA members often did not feel useful, because they were not asked often enough for advice.

A few agreements were made considering this:

1. One RvA meeting will be held in September. In this meeting the annual report is presented by the old board, the new board is introduced and a presentation is given about the policy plan of the new board (even if it is not yet completely finished, it is important anyway as this is the only point of contact).
2. During the year, the RvA is regularly contacted by e-mail about current things and difficulties. The RvA is always emailed as a whole so that everyone is aware of everything and often surprising insights come from people you do not expect. Attempts are made to send an e-mail with all current problems, but also to send an update several times a year (eg after the Ghana trip and after the Africa week, if the new board has been elected, etc.). Usually the president sends that e-mail.
3. If necessary, members of the RvA can also be contacted individually during the year for appointments in their area of expertise. A buddy system was set up last year; each position was linked to a RvA member who has the most knowledge about that position. This turned out not to be really used. This year, therefore, was not chosen.

We found this very useful up to now. Because of the contact through mail, we sometimes also received reactions from people who would normally not come to a meeting (for example

because they live too far away). This gives us more input. We were also able to contact the RvA if we found it necessary, instead of coming up with ideas to fill an RvA meeting. We therefore advise the new board to continue in this way.

The members of the Council of Advice are:

- **E. Brouwer:** *project manager SHE Collaborates and internship mentor from External Relations Office for the GEZP and internship of choice.*
- **G. Snijders:** *former GEZP student; huisarts*
- **R. Verspeek:** *Projectmanager Universiteit Maastricht, former director SBE, SSC en Personele zaken.*
- **T. Geradts:** *former MUSTANGH board member; Project Coordinator Maastricht Centre For Entrepreneurship (has indicated not to attend meetings, however, is approachable for questions).*
- **M. Verhaegh:** *Medicine student, former president MUSTANGH board (3 years active member of MUSTANGH).*
- **J. Kievits:** *Director Development & Alumni Relations inside the FHML of Maastricht University, he is retiring soon..*
- **Augustine:** *Ghanaian member of the van monastic community of the Brothers of Maastricht (F.I.C.)*
- **Wim Oomes:** *Financial Advisor*

There is a transfer document available about the Advisory Board. This document contains information about the RvA members. It is advisable to read this document before the first RvA meeting, so that new board members know which RvA members we can best approach with specific questions. It is also important that this document is updated if there are changes in the RvA.

Last board year 2018 - 2019 we were introduced to Augustine Kubdaar, who is Ghanaian. Because of his knowledge and connection with the West Gonja Hospital, we consider Augustine Kubdaar as a valuable new RvA member. He is therefore the first RvA member to come from Ghana and communicate in English.

Partners of MUSTANGH

It is important for MUSTANGH to work strategically with existing and new partners in order to grow further as a foundation. The developments and collaborations with the main partners are described below.

Educational institute FHML

Since MUSTANGH collaborates with the educational institute FHML of Maastricht University, introductory interviews are held every year. During the year there was especially a lot of

contact with Emmaline Brouwer. This contact is mainly through the Education Officer. We also had contact with the educational institute this year.

St John Hospital of God

Since last year, there has been a collaboration between MUSTANGH and the St John Hospital of God foundation. This is an organization that also supports a hospital in Ghana. This year an attempt was made to organize an auction for paintings by local artists in which the yields are shared between them and MUSTANGH. Due to the corona crisis, this event will be moved to next year.

2. MUSTANGH Ghana

Contact person and communication

The communication was a bit different this year compared to previous years. In the past couple of years, Mr. Remy was the head of administration at the West Gonja Hospital and our main contact person. In the summer of 2019, the staff of the West Gonja Hospital were striking to protest the dismissal of one of their colleagues by Mr. Remy, among other things. According to Mr. Remy there were also political and religious factors involved. The hospital had to take action, to ensure the safety of Mr. Remy and to stop the loss of income due to the strike. Mr. Remy had to work from home for a few months, until the Bishop would make a decision about further measures. The Bishop has decided in consultation with Mr. Remy to fire Mr. Remy as the head of administration. Mr. Remy will remain the supervisor of the Damongo Diocesan Health Service, among which is the hospital. In the meantime, it was unclear whether Mr. Remy would remain our main contact person. Since he was no longer working directly in the hospital, it was more practical for MUSTANGH to increase the contact with Dr. Vitalis (old sponsorship project: doctor). Dr. Vitalis had partly taken over the tasks over Mr. Remy, while still working as a doctor. The board members of MUSTANGH have made clear agreements with Dr. Vitalis and Mr. Remy about further communication during the trip to Ghana. These circumstances did make the communication a bit more complicated than it was in previous years, because questions had to be asked to both Mr. Remy and Dr. Vitalis, while the former had a limited access to materials and the latter a limited amount of time. However, we did manage to receive all necessary documents on time this year.

The meetings in Ghana were once again a great way to get to know all of our Ghanaian contacts. It was a lot easier to talk about some more complicated and personal issues, such as the strike, and most of our questions were answered instantly. Everyone is very open to the conversation, which made the trip to Ghana very useful and pleasant. It also improves the online communication afterwards, partially because of the agreements that have been made and the alignment of expectations.

During the covid-19 crisis, MUSTANGH has kept close contact to the West Gonja Hospital and its staff. The priorities and needs of the hospital have of course shifted a bit during these insecure times. It was important to MUSTANGH to know how we could help the West Gonja Hospital to be prepared. At time of writing this report, the crisis is still present in Ghana and the board of MUSTANGH is trying to provide their assistance as best as possible.

The president of MUSTANGH has made sure that all of the documents and information that has been received in the past year has been sent to us by email. This way it will be easy to

retrieve in upcoming years. WhatsApp has been used as an additional tool to notify each other of emails or to ask simple questions.

To keep the full board of MUSTANGH up-to-date, 'communication with Ghana' is a fixed item on the agenda of board meeting. There is also a WhatsApp group with the board and committees to give updates about important matters that have been discussed with our Ghanaian contact persons and about sponsorship projects.

Trip to Ghana

At the end of December 2019 until the beginning of January 2020, Julia van den Brink (president) and Lizy van Eijk (head of education) travelled to the West Gonja Hospital in Damongo.

Meetings

The first meeting was with Dr. Vitalis after a tour of the hospital. Because of the turbulent past months, there was a lot to discuss and it took about 2,5 hours to get through everything. Dr. Vitalis explained the situation and the plan for the upcoming months. A committee was to be installed to take over part of the work that had now be taken on by Dr. Vitalis himself. Besides, there would be conversations with the staff members about their functioning. The board members have also discussed the impact of the situation on the Dutch student. Due to the considerable amount of extra work Dr. Vitalis had to do, he'd had a lot less time to guide the students. As soon as the committee would be installed, he was planning on picking up the schedule again. Needless to say, during the covid-19 pandemic, there have been no further students in Ghana. During the meeting, possible future projects had also been discussed, such as a collaboration with Mamawise and the specialisation of nurses. Dr. Vitalis was very enthusiastic about Mamawise, where groups of pregnant women are being taught about nutrition during pregnancy, about child birth and the raising of a child in a healthy way. Dr. Vitalis also expressed his concern about women who did not go to the hospital for delivery, or went there to late. The last topic to be discussed was the MUSTANGH house and the possibility of renovation. Dr. Vitalis sent a team of construction workers to the house later that week to critically take a look at it for possible improvements.

The second meeting was with Tabi Emmanuel (old sponsorship project: anaesthesiologist), who gave the board members a tour around the OR and discussed the surgeries he had been able to take part in since finishing his education in November 2019.

The following day, the board members met Dr. Jonathan (current sponsorship project: gynaecologist). There were a few unclarities regarding the finances, so Mr Francis the account was also joining the conversation. The accommodation and travelling expenses are covered

by the hospital and not by the MUSTANGH Foundation. The hospital had not been able to pay these costs since the strike, which caused some confusion by the gynaecologists, who did not know that these costs were not being covered by MUSTANGH. The situation was quickly cleared up. Dr. Jonathan is a very grateful, smart and passionate man with a critical look.

The Bishop had invited the board members for a meeting in his office. He wanted to discuss his vision of the West Gonja Hospital and the role of MUSTANGH in helping the hospital get there. He also gave a quick update of the construction of the new OR's, which is being paid for with the help of the Dutch orthopaedic surgeon, Frank de Ruyter de Wildt, who has also been in contact with MUSTANGH. The OR's were to be finished soon.

The next meeting was with Francis Tierenye (old sponsorship project: physician assistant). He was much needed in the Outpatient Department and was enjoying his work in the hospital. Afterwards, the board members met with Adams Zenge (current sponsorship project: peri-operative nurse). It was the first time for MUSTANGH to meet with him, so he introduced himself to the board members. He is 36 years old, is married and enjoys keeping up with the news. He's had classes at numerous different departments, which made him very excited to start his new job. In his last year, he will do two internships and two research projects before writing his final exams.

The board members also met the two paediatric nurses, Julie (old sponsorship project) and Salifu Cajetan (current sponsorship project). Julie had been working at the hospital for a few months and was happy to be back. Cajetan had started his education in October 2019 and was very enthusiastic about it.

To meet Mr. Remy, the board members travelled to Wa. Mr. Remy told us his side of the story regarding the situation in the hospital. He also told us he had been working on a list of possible funding organisations in the Netherlands that might want to collaborate with MUSTANGH. Finally, we discussed possible future sponsorship projects.

The board members also met Madam Mary (the housekeeper) and Kassim (the night watch). Besides, the board members have made many pictures and videos of everyone MUSTANGH is sponsoring or has sponsored in the past. These videos can be used to find sponsors, to recruit new board or committee members and to prepare future Dutch students who are going to do an internship in Ghana.

Future sponsorship projects

During the conversations with the Bishop, Dr. Vitalis and Mr. Remy, possible future sponsorship projects have been discussed. The hospital is in need of an orthopaedic surgeon,

since the nearest orthopaedic surgeon is in Tamale, which is too far for many people in Damongo and surroundings. Dr. Vitalis would like to specialise into an orthopaedic surgeon. The hospital also needs a paediatrician for the paediatric ward and the NICU (neonatal intensive care unit), which has been opened this year. For this reason, more paediatric nurses would be useful too. Mr. Remy is working on alternative, more self-sufficient ways of fundraising, such as a cashew plantation. Besides, he would like a research department to make the hospital more professional.

Through the different meeting, the board members have gotten a clearer view of the situation in the hospital and they have been able to evaluate the communication and other possible points of improvements. The Ghanaian people have been wonderfully welcoming and open. Based on the conversations we have had, new plans have been made and further actions have been taken, as will be discussed in further chapters.

Ghanaian bank account

In the past year, there have been no problems regarding our Ghanaian bank account. During the trip to Ghana this year, we have been notified of Sr. Seraphine's retirement. Mr. Francis is now responsible for our bank account. He has made some changes, most importantly transferring to a digital system instead of an analogue system. This has made it a lot easier for us to get an insight in our income and expenses. A few agreements have been made with Mr. Francis. First of all, we will be sending the receipts and/or documents stating the costs that we receive from the sponsored to Mr. Francis. We have always sent a scheme attached to the transaction stating how much money is supposed to go to whom and for what purposes. This scheme is not being sent to the sponsored by the hospital, but as of this year, Mr. Francis as well as the president will always send it to the sponsored too. Hopefully, this will prevent any confusion about the use of money in the future. Furthermore, the president of the MUSTANGH Foundation will contact the sponsored once the transaction is made, to ensure that the transaction is received.

MUSTANGH house

No renovation has been taken place this year. A few years ago, the ceiling has been renewed, as well as the beams in the bathrooms and the house has been painted again. This year, a few smaller things have also been repaired. The students can indicate when something needs to be repaired and the hospital will provide a construction worker. During the trip to Ghana, a team of construction workers also visited the MUSTANGH house, to inventory what needed to be done. Because of the current pandemic, the plans to renovate the house have been put on hold.

Staff in Ghana

Two years ago, a change in staff has been made. There was an incident with the former housekeeper. At the moment, a new housekeeper (Madam Mary) is working in the MUSTANGH house. A do's and don'ts list has been made and signed by all parties during the trip to Ghana this year.

The West Gonja Hospital is the official employer of Madam Mary and Kassim, so a contract has been signed by the WGH and MUSTANGH, stating that MUSTANGH will be responsible for their salaries and any other necessary expenses. The contract was made so Mary and Kassim will have to be paid at least the minimum wage.

Kassim has been the night watch from the start of MUSTANGH and the students are still very content with him. For this reason and because the hospital guards get paid more too, Kassim has gotten a raise last year. His new contract states that he gets 1.5 times minimum wage. This year we have also decided to give Mary a raise, since her husband and father have passed away earlier this year and she has to take care of her family on her own now.

As far as their Christmas present is concerned, MUSTANGH is responsible. Even though Mary and Kassim are officially employees of the hospital, they will not get a Christmas present from the hospital. The present usually consists of rice and fruit or other useful goods.

Sponsorship projects 2019-2020

Down below you can find an overview of several projects that have been completed in the past, of current projects and of possible future projects. A complete overview of finished projects can be found on the website.

Finished projects

Education of Dr. Vitalis

Dr. Vitalis, a nurse practitioner who already worked at the WGH and whose medical training has been financed by MUSTANGH, has been back in Damongo since November 2017 and is working at the WGH. Dr. Vitalis will be affiliated with the WGH for at least 5 years. In principle, this project is therefore completed for MUSTANGH, although Dr. Vitalis still has a current loan with MUSTANGH that he still has to pay back. This is because after his studies, Dr. Vitalis fell into a "gap" because he started his work at the WGH, but was not yet paid for it, while he also no longer received internship compensation because he finished his education. Dr. Vitalis told us that he needed 10,000 Ghanaian Cedis (around 1.900 euros) to get his children to go to school, and to pay for his registration with a new dentist and doctor. A previous board had decided that Dr. Vitalis could borrow 10,000 Ghanaian Cedis from MUSTANGH. There is a contract for this which has been signed by Dr. Vitalis and a previous president, after which the money was transferred to him. It was also emphasized that it is not important to receive this money back as quickly as possible, and that it is extremely important that Dr. Vitalis informs

us before he will transfer this money back. MUSTANGH does not need the money urgently at the moment and it would be a shame if Dr. Vitalis will transfer the money in terms because every time an amount is transferred from Ghana to the Netherlands or vice versa, a certain part of the amount is lost. That is why it is better to transfer the amount back later but in one go. It is therefore important that the future boards ensure that this loan is repaid.

Education of Miss Julie and Francis Tierenye

Julie is a nurse who has successfully graduated from her paediatric nursing course. She started this in September 2015 and the training had a duration of three years. After these three years, Julie has been reinstated into the WGH and will have to stay here for four years. She has a contract with the WGH to ensure she will fulfil those four years. The tuition fees for her education were sponsored by the Leeuwenborgh College.

Francis Tierenye followed the training for Physician Assistant in 2015-2016, which lasted 1 year. At the start of this academic year, MUSTANGH was asked to sponsor a top-up program for Francis, where he obtained a degree. It was then decided to sponsor this so that Francis could gain some more experience before he comes to work in the hospital. Francis has already passed all his exams and is successfully graduated as well. Francis has returned to Damongo, after which he will be working in the WGH for at least four years too, just like Julie.

Currents projects

Education of Tabi Emmanuel

During the Ghanaian trip of 2016-2017, several members of the hospital's management team indicated that the WGH urgently needed an anaesthesiologist. That is why it was decided upon completion of the car project that this would be the next sponsor project. The original plan would be that a friend of the hospital, Mr. Akpa Edem Yao, who would finish his three-year training in May 2017, would come to work at the hospital if we were to pay his school fees. This plan was approved because the hospital would soon have an anaesthesiologist at her disposal, who would otherwise not work at the WGH. They also would not have to wait years for someone to start and finish the entire course. Unfortunately, Mr. Akpa pulled back last minute. However, fortunately another acquaintance from the hospital was suggested who would very much like to start the same training, Tabi Emmanuel. It was then quickly decided to continue this sponsorship project, because Tabi Emmanuel could immediately start the training in September 2017, which lasted for a total of three years consisting of two years of lessons and one year of experience. He is now working in the hospital to complete his final year. At the end of 2020 he will be able to work independently without supervision.

Education of Dr. Jonathan and Dr. Anthony

The WGH expressed the need to train two doctors as specialists in gynaecology. Immediately after expressing this wish, the acquisition committee managed to raise a fantastic €5.000 with the help of the Elisabeth Strouven Fund, which ensured that two doctors, Dr. Jonathan and Dr. Anthony, were able to start this three-year course in Accra. Not much later, €3.000 was sponsored by the Hofsteestichting, €4.500 by the Debman Foundation and €2.000 by

WM de Hoop, which meant that the school fees for all three study years of both doctors would be covered. However, there are additional costs to cover books and obligatory courses. During the trip to Ghana this year, Dr. Jonathan explained that surgeons are registered at two universities: Ghana College of Surgeons, and West Africa College of Surgeons. The school fees, research fees and courses such as Basic Surgical Skills, are part of the Ghana College. These costs are known beforehand. The West Africa College gives mandatory courses, such as Evidence-Based Medicine, but does not announce these courses until shortly before the start date. This can result in unexpected costs. The gynaecologists are in their final year and will return to the West Gonja Hospital at the end of 2020.

Education of Mr. Adams Zenge

In the summer of 2019, MUSTANGH started a new project, being the education of Adams Zenge to become a peri-operative nurse. The West Gonja Hospital was in need of peri-operative nurses, since they did not have any. Mr. Adams had been working in the hospital as a staff nurse. In January 2019, he started his education in Korle-Bu Accra Ghana of Cape Coast University. Unfortunately, the hospital was not able to pay for his education anymore and had asked us for help. His education will last for two years, meaning that Mr. Adams will return to the WGH in January 2021. He is thoroughly enjoying his education. The costs of the first year have been covered. MUSTANGH is still looking for sponsors for his second year.

Education of Salifu Cajetan

In September 2019, MUSTANGH has started sponsoring the education of Salifu Cajetan to become a paediatric nurse. He had been working in the hospital as a staff nurse and was spending most of his time in the paediatric ward. His hard work did not go unnoticed. Salifu decided to do the admission exam of paediatric nursing. He received a very high score, and the College decided to lower his school fees. The hospital had been asking for paediatric nurses for a while and the Dutch students, as well as Dr. Vitalis, recommended us to sponsor Salifu Cajetan. He has started his one-year education in September 2019. The costs have been covered fully.

Future sponsorship projects

MamaWise

Two years ago, MUSTANGH got in contact with a new organization called MamaWise. MamaWise focuses on pregnant women in the north of Ghana, mainly in and around Tamale. The organisation offers women-friendly and accessible services with individual attention through practical group-training that provide women with knowledge and confidence. In addition, MamaWise offers baby baskets, a package with all kinds of supplies for a new-born baby. The organisation is committed to provide a good start to the mother and child and to prevent child and maternal mortality. MUSTANGH is enthusiastic about the goal and the approach of MamaWise and would like to implement this concept in the WGH. There has been consultation about the concept of MamaWise with the WGH and the hospital is also interested in implementing this concept. We have been in contact with the Dutch Albert Schweizer Fonds (NASF) about the possibility of collaborating on a crowdfunding platform. The setting up of this sponsorship project is still ongoing and is expected to start next year.

Long term vision of sponsorship projects

MUSTANGH should primarily focus on arranging internships for Maastricht students and implementing sponsorship projects that are related to education. The WGH generally has very high expectations of MUSTANGH and has difficulties realizing that MUSTANGH Foundation is a small foundation that is completely managed and executed by students in their spare time.

That is why we, like previous boards, advise against subsidizing building projects and renovations to the hospital as has been done in the past. This costs a lot of money and time and is too difficult to coordinate and oversee from the Netherlands. Because of the high expectations of the WGH about both the available money from the foundation and what we can achieve per academic year, it is therefore very important to emphasize this vision again and again during the Ghana trip.

Projects that we recommend for upcoming years are: orthopaedic surgeon, paediatrician, paediatric nurses.

3. Education

In the beginning of this academic year (september 2019), there were three students present in the MUSTANGH house. All three of them were doing their internship of choice. During this period, one more student went to Ghana for her GEZP. In the first phase (phase I), we had two interviews for the GEZP in the West-Gonja Hospital. However, due to COVID-19, those two students weren't able to travel to Ghana. We made an appointment with those students, so they have privilege over the other students next year. In phase II there was one more interview for the GEZP, but due to COVID-19 it is not sure whether this student can travel to Ghana in September 2020. This academic year, one student travelled to Ghana to do her internship of choice. We planned a trip for three more students to do their internship of choice, but due to COVID-19 we had to cancel all their plans. We gave them the opportunity to do their internship next year, if they want to.

Handover

This academic year, the handover between the previous head of education (2018-2019) and the current head of education (2019-2020) went very well. The current head of education attended a meeting between the previous head and a student to prepare the trip and went with the previous head to a meeting with the Leeuwenborg college. These meetings really helped to make everything clear and give a realistic view on the tasks and responsibilities. Besides that, all the documents were discussed together. It is very important to have a good handover, because it is important to know which students are still in Ghana at the beginning of the next academic year and which actions still need to be done for the students (like an evaluation meeting and the experience report).

GEZP and internship of choice

Applications

The interviews went very well this year. Emmaline Brouwer attended the interviews for the GEZP, together with the head of education and one more board member. The head of education was in charge of the meeting and was responsible for asking the right questions. The other board member was there to write down the meeting. Emmaline was there to ask a few more questions at the end of the meeting. This was a very good way of doing it and it is also good to have someone from the university present during the interviews. Emmaline wasn't present during the applications for the internship of choice. Also a second board member was not all the time present. I would recommend to have a board member present, also during applications for the internship of choice. This just feels a little better than on your own.

Assessment of the students

Since the start of the academic year, Dr. Vitalis became responsible for the assessment and coaching of the students in Ghana. The previous assessor, Dr. Nelson, left the WGH in January 2018. Dr. Vitalis assesses the students via his own account on EPASS. There used to be some problems with that previous academic year, but this year it all seemed to go very well. Dr. Vitalis' knowledge of how to deal with EPASS improves every year.

Coaching of the students

During the evaluation meeting, it is important to ask how it went with the coaching. We heard a lot of positive experiences this year. The students told me that there was always someone reachable for them, via the phone or in person. Both with medicine-related problems as problems outside the hospital, students felt very welcome to ask help of one of the doctors. On the end of the academic year, a few students told me there were problems with one of the doctors, Dr. Mensa. Two students reported that he was aggressive and intimidating towards the students. The students were able to talk to Dr. Vitalis about those problems and they all had a meeting together to discuss those feelings in person. It seemed to go better after that.

Coursebook

The current head of education received a coursebook with notes. One of the goals of the current head was to rewrite the coursebook. At the moment, this is not done yet. I hope the next head of education finds some time to rewrite this book, since it is very necessary to do.

Experience book

A few years ago, there was an idea to create an experience book, in which the experiences of students would be written down. The treasurer bought a book already and made some general questions to ask students. The purpose is that students, when they get back home, answer those questions and send a picture to stick in the book. We could use the book on events where MUSTANGH is promoted. This academic year, every student made an experience report and send a picture. Unfortunately, the book is not made yet. It would be very nice if the next head of education takes over this idea, because I think it is a very useful addition to promotion activities.

Experience reports

We ask every student to write an experience report. We put this on the website and in the newsletter. Previous years it seemed to be a problem for students to write the report when they are back home or the communication between the student and MUSTANGH just gets lost. Previous academic year and also this year, the head of education really went after it. It worked, because we collected an experience report from every student. The secretary is responsible for putting those reports on the website and in the newsletter. It is really nice to ask the student for a few pictures, because it really makes a difference and gives a good

impression for other students. Pictures can also be used on social media of course. I would recommend the new head of education to discuss the experience report already during the preparation meeting and to send the template during the internship. In this way, students can already write the report during their internship.

Communication with students

The communication with students went very well this year. There was a clear handover between the previous head and the current head, and with the students that were in Ghana at time of the switch. It is wise to introduce yourself very carefully to the students that are in Ghana at the moment of the switch and to know with actions/tasks still need to be done at that moment.

Previous year, there was a car accident in which two of our GEZP students and 4 students of the Leeuwenborg college were involved. However, we only got to know about this accident a day after Exchange FHML received information about it. This was really unfortunate, because we weren't able to communicate in time with all people involved. After the accident, the communication with the students was very bad and it was difficult to reach them. That is why the current head of education really emphasized how important it is to stay in contact one in a while and how important it is that they keep us up-to-date about what is happening in Ghana and the WGH. This year, it all went very well. De student really kept me up-to-date about what was going on in the hospital. This year, there were a few strikes in the hospital, because the staff was not happy with choices the hospital had made. The students that were in Ghana at that moment really kept me up-to-date and told me once in a while how they and the hospital were dealing with the strikes. I would recommend the next head of education to emphasize the value of the contact between the students and the head of education and really tell them that it is very important to get in contact when something is not going well. I would really recommend to use the Whatsapp group. This is a group which the students in Ghana, the head of education and the treasurer have together and this chat can be used for quick and easy contact between them all. This is very handy for messages for and from the students and can also be used to report the arrival of a new student.

This academic year, due to COVID-19, two students had to leave Ghana earlier. De communication about this went not very well. MUSTANGH was very late in contacting the students in Ghana and that's why the students felt very insecure and not safe. There was also not many contact between Exchange-FHML and MUSTANGH. We were not up-to-date about the policy the university had made and we didn't know whether the students had to come home or not. To prevent this in the future, I would recommend the next head of education to evaluate this whole COVID-19 situation with Exchange-FHML and Emmaline Brouwer and decide how to deal with a situation like this when it happens again.

Communication with the hospital concerning arrival of students

This year, there was a very good communication with MUSTANGH and the hospital about the arrival of new students in Ghana. The students were all pick-up by a driver of the WGH and this went really well. During the travel to Ghana this academic year, we decided to also send Dr. Vitalis an overview with the names and other relevant information of the students. The student can shortly introduce his/herself and send a picture. In this way, Dr. Vitalis knows when the student will arrive and what he can expect. It is also a good idea to remind Mr. Remy of the arrival of the student, so that we can send the phone number of the right driver to the student. This makes the communication with the student and the driver at the moment of arrival a lot easier.

Promotie GEZP en keuzeonderwijs

GEZP information meeting

In december 2019, we were able to talk to the sixth year students during the GEZP information meeting in the Maastricht zaal at the university. Last year there were a few problems regarding the communication between the organiser of the event and MUSTANGH. Due to this, we arrived shortly after the meeting and a lot of students already were gone. To prevent this, this year the head of education was in contact with the organiser during the event via WhatsApp. She was able to send a message at the end of the meeting and we were able to have a short talk at the end. I would recommend the next head of education to hand out some flyers after the meeting. It's also a good idea to take a student, that has done his or her internship with MUSTANGH, with you, so he or she can tell the students about the experience.

Buitenlandbeurs

Due to COVID-19, the buitenlandbeurs was canceled. I would recommend the next head of education to restart this promotion opportunity next year, because it seemed to be useful in the past.

Pulse newsletter

Like previous years, we were able to write a short text for the newsletter of MSV Pulse. I think this is a very good way of promotion and it is very nice of Pulse that they let us do it for free. I would recommend to use this option again next year.

Facebook and social media

This year we really tried to do more promotion for internship possibilities via Facebook and other social media platforms. I think we succeeded, but it can be even more next year. We really should share experiences of students more often via Facebook and Instagram. Also, an Instagram takeover by one of the students in Ghana would be a very nice idea for next year. I think social media is a very good way to reach a lot of medicine students.

WESP and other internship opportunities

Global-Health students

This year, with the eye at future projects, we wanted to get a better overview of the situation surrounding prenatal care and pregnant women in Damongo and the surrounding area. To do this, we needed data on, among other things, the number of deliveries that take place in the hospital, the amount of deliveries without assistance and on maternal and fetal deaths. To collect this data, we started a partnership with Global Health. This year we have been listed for the first time on the list of possible thesis topics for master students of Global Health. Possible thesis options have been considered together with a supervisor, E. Ambrosino, who, in addition to her educational activities, also conducts research into reproductive health and maternal health. These options were to be both educational for students and useful for MUSTANGH. A number of students were interested, one of which was to leave for Ghana this year to collect data for her thesis for a few weeks. We could then also use this information for future projects. Unfortunately, this has not been able to continue due to the current situation around corona, but next year we will be listed again as a thesis topic and hopefully it can still continue.

Tamale

This year, we wanted to create an exchange opportunity in cooperation with an academic hospital in Tamale. The idea was that students from the WGH and medicine students in Tamale switch places for a short period of one or two weeks. The purpose was that students from a relatively big hospital in Tamale have a possibility of experiencing a smaller hospital (WGH) and that students in the WGH were able to experience a bigger hospital in Ghana. Unfortunately, we didn't make this idea more concrete this year. I would recommend the next head of education to again discuss this idea with Emmaline and look at the possibilities for next academic year.

Leeuwenborgh College

At the beginning of this academic year (2018-2019), the current head of education and the previous head went to the Leeuwenborg college to talk about the car accident last year. Jack from the Leeuwenborg college told us that they still have a lot of problems due to the car accident. That is why they decided to stop their internship possibility for Ghana for now. This academic year (2019-2020), no students from the Leeuwenborg college went to Ghana. I think everything is still good between MUSTANGH and the Leeuwenborg college and we decided to stay in contact. Maybe in the future there will be a cooperation between us and them again. I would recommend the next head of education to write a short message to the Leeuwenborg college via e-mail at the beginning of the academic year to ask how they are doing, just to be nice.

Reporting back to the board

The head of education gives a short update about the students in Ghana every board meeting. The bullet point 'Update students' will be on the agenda every board meeting. This year, the head of education has also given a short Powerpoint presentation to introduce all the students that were or were going to Ghana. This is a good idea, because in that way the board members know the names of all the students in Ghana and understand better where the head of education is talking about during the meetings.

Reporting to Exchange FHML

This academic year, there was a little more contact between Exchange-FHML and MUSTANGH. The head of education had a meeting with Ingrid at the beginning of the year and during the year we've sent them an overview of the students multiple times. I would recommend to have one more meeting with Exchange-FHML face-to-face, for example in the middle of the academic year, because that makes the communication between us and them a lot easier.

4. Acquisition

Well prepared sponsor recruitment

We went through the letters that were made in 2018-2019 together and adjusted them where necessary. Furthermore, we have no longer written to companies with these letters as we tried it differently this year. If it was necessary to write a letter, one member of the committee would do this. This was then checked by the entire committee at a meeting or by me if it was already in drafts.

Sponsorship projects gynaecologists

The gynaecologists are Dr. Jonathan and Dr. Anthony. It is expected that they will finish their 3-year training in October 2020 and then come to work in the hospital.

Description	Amount
Elisabeth Strouven	€5.000,-
Hofstee foundation	€3.000,-
Debman Foundation	€4.500,-
WM de Hoop foundation	€2.000,-
Preuvenemint	€1.000,-
Donation Maastricht University	€2.000,-
Part of benefit Paulien & Ann-Sofie	€1.474,88
	Total: €18.974,88

Sponsorship project Anaesthesiologist

Tabi Emmanuel is a trainee anaesthesiologist and will finish his studies within the coming months.

Description	Amount
Brocante	€700,-
Maastrichts Mooiste	€524,73
End of year donation UM (Christmas gifts)	€888,-
African week	€305,58
	Total: €2.418,31

Sponsor project peri-operative nurse

Adams Zenge is the peri-operative nurse in training. This is a two-year course.

Description	Amount
Brocante	€1000,-

Sponsor project paediatric nurse

This is Salifu Cajetan. He started this two-year course in 2020.

Description	Amount
SSAC sports gala	€740,20
Christmas letter	€235,-
	Total: €975,20

Internationalization

Letters are available in Dutch, English and German. However, this year we only focused on writing to Dutch organizations and companies. Collecting money is difficult at an international level as we are only a small organization. Perhaps in the future it will be more profitable to search for sponsorship at an international level.

Different types of activities

In recent years, it was agreed that the acquisition committee itself does not organize events but joins larger events. Because organizing events costs money. This year we deviated from this in one activity. We had the opportunity to organize a sponsor dinner at Au Mouton Blanc. We were allowed to invite 30 people and they would get a three-course dinner for the price of 25 euros. €17.50 of this went to MUSTANGH. We did not have to pay anything here. Unfortunately, this activity could not continue due to the corona crisis. It is important to keep this in mind for future years. We have also written to several prizes, funds and events: night of the tip, ME gala, Round table, Duckrace Maastricht, Zweit veur leid. Unfortunately we never got a response from them.

We also tried to organize sponsor runs at primary and secondary schools. Two schools were interested: the Sint Franciscus primary school and the Spiegel primary school. Unfortunately, they chose other charities, but it remains an idea for the future.

Finally, we also gave two talks in the hospital. In the department of gynecology and cardiology. A presentation was given here in the morning meeting. A sheet was then circulated in the gynecology department, where doctors could write down their email address so that they could receive additional information. Unfortunately, we did not get any reactions. We got more enthusiastic reactions from the department of cardiology.

Maastrichts Mooiste

In 2016-2017 Maastrichts Mooiste was contacted with the question whether we could organize something with them for MUSTANGH. The only thing that turned out to be possible was that MUSTANGH set up a team to run with Maastrichts Mooiste. This was also done in 2017-2018 and 2018-2019.

Unfortunately, Maastrichts Mooiste was unable to continue in 2019-2020 due to the corona virus. However, we were already preparing and decided to do it differently this year.

In the past we noticed that it was difficult to find runners who were also willing to collect sponsor money themselves. That is why we went to companies to ask if they wanted to sponsor the runners of MUSTANGH. We had made several packages for this.

- Golden package (100 euros): logo company on T-shirt, logo company on banner at stand, logo mentioned on social media.
- Silver package (50 euros): logo company on T-shirt, logo company on banner at stand.
- Bronze package (25 euros): company logo on T-shirt. We arranged with Maastrichts Mooiste that we could get a stand. We had also checked whether we could order something like a flag with logos on it. This was possible on various sites for a reasonably cheap price. We also made a deal with Decks where we could get printed T-shirts with a discount. We had already collected a reasonable amount of money before we heard that the event was not going to take place.

We have contacted the companies that had already transferred their money again and they have chosen to leave the money for next year. It is therefore advisable to do this in the same way next year as you will collect more money and get more runners. Since the runners then only have to pay registration fees and receive a free T-shirt.

Maastricht University

In the past, the acquisition committee has been able to make various contacts in the hospital and the university through the talks given at the departments. It is the task of the acquisition commissioner to establish and maintain formal contacts.

In previous years we came into contact with St. John Hospital of God and Dr. Salwan Al-Nasiry (gynecologist who helps set up a WESP). Despite the two talks that we have given this year, no further contacts have been made.

Permanent friends

The purpose of the talks in the hospital is to recruit permanent friends. However, this year we again failed to recruit new permanent friends.

MUSTANGH still offers permanent friends the possibility to conclude an ANBI contract. This is a five-year contract where an annual donation is made and where tax deductions can be made making it more favorable for a company or individual. However, nothing has been done about this last year as the situation has not arisen that was of interest to this. But it is good to keep ANBI contracts in mind for next year and to mention that people/ companies can conclude this.

This year, the acquisition committee has pointed out the importance of clearly displaying this on the site, so that any sponsors will be addressed earlier.

Medical equipment

The policy is still to not send medical equipment to Ghana given that it is difficult to ship it to Ghana and most manufacturers are not based in Ghana. The latter will therefore make repairs difficult to realize. Nor is this in line with the sustainable improvement of health care that we as a foundation hope to achieve.

As soon as the gynecologists are ready in 2020, a CTG device will be sponsored. This comes from a gynecologist (Dr. Siebert). We intend to do this as they will also arrange transportation and provide training at the unit for the nurses and physicians who will work with it.

Small things have also been sponsored this year. For example, the family of a member of the acquisition committee had a number of stethoscopes at home. The chairman and the commissioner of education brought these along during their Ghana trip so that the doctors can use them.

Protocol after sponsoring

Previously, it was not clearly agreed what steps should be taken after a sponsorship. Since the contact with sponsors must be properly maintained, the protocol after sponsorship is important. The acquisition commissioner will play a leading role in this. In addition, the secretary also plays an important role in this.

This protocol can be found in the Dropbox under 'Acquisition'. Overall it means that the secretary is responsible for a message on Facebook, adding the sponsor to the newsletter and putting the logo on the site. The acquisition commissioner for the thank you mail/ card and the update of the project.

Nothing has changed in this protocol in 2019-2020. This will be discussed with the entire committee at the beginning of the year and the protocol will be used if necessary.

Sponsorship overview

From the year 2018-2019, an online Excel file has been created on the Dropbox, which accurately keeps track of which foundation or company has been contacted when and by whom. It is also carefully noted what the status of this company is regarding a response. On the basis of this, the sponsoring companies in the past can also be found, so that they can be updated.

This overview was also used in 2019-2020. However, not for companies, because we decided not to write to one this year as we hardly ever got a response and it takes a lot of time. In the overview we have listed the schools that have been contacted.

Contact rotary

Contact with the Rotary was resumed in the year 2018-2019. At the end of this year we stopped by a few times to pitch. The people of the Rotary were enthusiastic about us and were eager to help us with sponsorships. They came up with several ideas that could help us with this. For example, creating a timeline. When does the hospital need something? So that it can be quickly seen when sponsorship must be sought for a course. They also came up with the tip to do something of an impact measurement so that we could show sponsors that what we do is really useful. As a result, the plan to start up a WESP was started in order to measure the impact of the gynecologists.

A file with questions has been forwarded to the hospital. This has still not returned filled in. As soon as this has been received in good order, a timeline can be started, and a new appointment can be made with the Rotary.

Christmas letter

The Christmas letter is made and distributed every year. The Christmas letter contains a Christmas wish and explanation about MUSTANGH and that people who are in the Christmas spirit can also make a donation to MUSTANGH. In 2018-2019, the layout of the Christmas letter has been completely adjusted. This Christmas letter was used again this year. Small things have changed such as dates and the board photo. Each member (board and committees) has delivered fifty letters in their own environment. The acquisition commissioner, together with a few committee members, has also personally delivered letters to the university (FHML) and the hospital. This is also good for promoting MUSTANGH. The Christmas letter has yielded a nice amount of € 235 this year. This has been used for the training of the pediatric nurse Salifu Cajetan.

Pitch training of Thijs Geradts

This year we unfortunately no longer looked at whether this was possible. However, we still had examples of a pitch from previous years and we had no trouble getting our short presentations in the hospital. It is an idea to do this again in the future.

5. Public relations

The main goal of the head of PR is enlarging the brand awareness of MUSTANGH. He/she will be helped by the PR-committee. They will focus on students of the FHML-faculty of Maastricht University, but they also try to get more brand awareness at other faculties of Maastricht. This to promote the presence of students at events of MUSTANGH.

Internationalization

Most studies at FHML are in English. For this reason, it is important that MUSTANGH takes internationalization into account. During the recruitment of new committee members, there was consciously chosen for Dutch students only. To compensate, there was a member of the committee who studied ITM. In this way we could easily reach this tract.

Furthermore, promotion for the activities was done in Dutch and English. The main poster of the Africaweek was in English. Only the activities that were held in Dutch, like the Pubquiz and Publecture, the promotion was done in Dutch only. The recruitment of English committee members could still be an option, depending on the new Head of PR. The promotion of events will be held in both languages (Dutch and English).

Enlarging brand awareness

The Africaweek

This week is fully dedicated to enlarging the brand awareness of MUSTANGH. The organized activities are described below. During this week, lottery tickets were sold for €1 per ticket. Students and employees of the university had a chance at winning one of the many prizes. Little Tony's Chocolonely chocolate bars were sold, each provided with a MUSTANGH wrapper. There were also free lollies in exchange for a like on Facebook.

Djembe workshop

On Monday, a djembe workshop was organized at Au Mouton Blanc. The workshop was given by Djembé Jos, he provided the djembes. The chairs were placed in a circle and there was a stand (with banner) for payments. The price was €3 per person. It was a very fun activity! Sadly enough, there were only members of MUSTANGH present.

Pubquiz at La Familia

On Tuesday night, a Pubquiz was organized at the restaurant La Familia. This quiz is organized every week by the owners and it is a fixed activity of the Africaweek. Yearly, many people come to the quiz. The owners know MUSTANGH, so the cooperation went well. The quiz was presented by MUSTANGH and two questions per round were changed to African related questions. This made it more in theme.

The quiz is organised every week, so there were some permanent groups present. This makes it very fun! There were also student groups. The distribution was sort of even: just as much student groups as fixed groups. Despite the fact that the permanent teams are not our target group, it did give a nice atmosphere.

This activity was promoted through Facebook and through posters.

During the break, lottery tickets were sold, which went very smoothly.

Zumba at UMSports

Zumba with MUSTANGH took place on Wednesday. This is a Zumba class at the UMSports with an African twist. This was for members of UMSports as well as for non-members. This activity is also a fixed activity during Africa Week. The lesson is given by the employees of UMSports. It is an existing lesson that is slightly adapted to our theme. There were many people, including members of MUSTANGH. They wore their MUSTANGH sweaters for extra promotion.

We also had a stand in the hall of UMSports. Here the athletes could buy a chocolate bar or lottery tickets.

Samantha, our contact person at UMSports, has also promoted through the newsletter and TV screens at UMSports.

Movienight

As a closing activity, a movienight was organized on Thursday evening in the hospital's Greepzaal. We chose this because there were a lot of parties that evening, and we would appeal more people if a slightly quieter activity was organized. The Lion king (2019) was played to stay in the African theme. Snacks (small bags of chips and popcorn) and soft drinks were provided. This activity did not require much preparation and was nevertheless very successful! Many external people had come to watch the film.

It was a very pleasant evening. We had dinner with MUSTANGH in advance to end this week nicely.

Lottery

As every year, a lottery was held. It was a big success. We had raised no fewer than 35 prizes and sold over 200 tickets. The tickets were sold at the stand in the Mensa, at the offices of the university staff and during the Pub Quiz. The tickets were drawn the week after the Africaweek and the winners were contacted by email.

Like for a lolly

As always, we provided one jar of lollipops during Africa Week. People who came to the stand could like or follow MUSATNGH and get a free lolly. This is a good initiative to gain more brand awareness on social media.

Tony's Chocolonely

Also this year, bars of Tony's Chocolonely were sold. Wrappers were made to make the bars just a bit more "African". The bars can be purchased at a 20% discount through Tony's site. The bars were sold at € 1.50 each, and two at € 2.50. These sold very well!

Other activities

Merry MUSTANGH

This was the first activity of the year and took place on December 12. Students of the FHML were able to collect small Christmas baubles between 11 am and 2 pm and bring them back to our stand in the Mensa. The top three that collected the most baubles won an award. The prizes were purchased by MUSTANGH itself. We also sold small Tony's Chocolonely bars (1 = € 1.50, 2 = € 2.50).

A large number of students had participated in this activity and several bars were sold. Because of the Cyberhack, the winners did not pick up the first and third prizes. Very unfortunate, but nevertheless it was a very successful activity.

Publecture

The PR committee was supposed to organize a Publecture just like last year. Unfortunately, this was not able to continue because of the corona crisis. This is a great pity. Hopefully this can take place in the next academic year.

African Night

An African Night was to be organized in June in collaboration with St. John hospital of God. Paintings would be auctioned, music would be played and talks would be given. Due to the corona crisis, this activity has also been cancelled and will be moved to autumn.

Distributing ice creams at the university

This was also planned by the PR committee, but unfortunately could not continue due to the corona crisis. The intention is that ice creams will be distributed in the Mensa, in exchange for a like on Facebook.

Cooperation

The PR committee always tries to maintain collaborations with various associations and organizations. This is a way to reach more people and thus increase the attendance of activities.

M.S.V. Pulse

As in previous years, we have helped Pulse provide a wardrobe this year. We also planned a

collaboration during a BAB, but unfortunately this was no longer possible due to the Corona crisis.

UMSports

During Africa Week we organized the Zumba workshop together. Communication went smoothly and it was a successful activity.

St. John Hospital of God

The African Night was planned this year with the board of St. John. St. John serves a similar purpose to MUSTANGH. The cooperation went smoothly, the board members are very nice. The event has not been able to continue due to the Corona crisis, but planning is resumed in the new academic year, in the hope that the African Night can continue in the autumn.

Member recruitment

The recruitment of new committee members had already started before the summer of 2019-2020. We held open days so that interested students could get more information. The promotion mainly took place via Facebook. We did not have to give lectures this year, because there had already been sufficient response via Facebook. Furthermore, the Head of PR has used a lot of mouth to mouth talks to motivate people to apply. Another application was held in September because someone of the committee had stopped.

Applications for 2020-2021 have already started before the summer. A Facebook event was created at the end of May and there is the possibility of a Zoom meeting for further information about the committees. The committees were both filled before the start of the summer break.

Other goals

This year we also focused on more integration with the other committee. For example, we held an integration evening where the committees had dinner together and informed each other about the activities of each committee. Ideas were also exchanged. This has strengthened the bond between the committee members.

Promotion

The PR committee has again mainly used Facebook for promotion this year. Events were created for the various activities, which were then shared in the groups of the various studies and years. The banners for the events were made by the committee through Canva. Furthermore, posters were also made for Africa Week, which were hung throughout the university.

Lectures were also held in advance of the Africa Week and Merry MUSTANGH. These were given in Medicine years 1 and 2, ITM years 1 and 2 and Biomedical sciences years 1 and 2.

MUSTANGH may also attend the FIC of M.S.V. Pulse. Due to the corona crisis, it is still unclear whether it will continue.

For the third VGT in February, pencils were distributed with the MUSTANGH logo. A full box was provided, and it was quickly empty. This is an easy and successful way to make promo. This year, the committee had webcam covers printed with the MUSTANGH logo. These can then be distributed at activities for promotion.

During all activities, the MUSTANGH sweaters were always worn and the banner, folders (Dutch and English) and stickers were used.

6. Secretary

Website

This year (2019-2020) the website has been renewed. The Rotary has a contact person who wanted to renew the website for us. Because there were quite a few problems with it. Now the website is very easy to use and change. The following changes have been made this year:

- Website in general
 - Completely renewed website.
 - New header and headings.
- Who are we?
 - Under 'Who are we?' we now added the Advisory Board next to the board and the committees.
- Projects
 - Two headings have been added to this; current projects and completed projects.
 - Finished projects also include material projects.
 - Current projects include the training of the pediatric nurse, the gynecologists and the peri-operative nurse.
- An impression of Ghana
 - This menu heading has been added, below is the Ghana gallery, information about the hospital and the MUSTANGH-house.
- Internships
 - We have left out the experience reports from before 2017. This is because otherwise it will get too busy and people will probably only read the more recent reports. However, under WESP we do have a 2015 report, because this is the only WESP report that we have. The experience reports have also been updated.
 - We have omitted some information about the procedure with Emmaline from the headings 'Keuzecoschap', 'GEZP' and 'WESP'. We believe that you get this information once you indicate that you want to do the internship via MUSTANGH.
- Trips to Ghana
 - The Ghana trip that Lizy and Julia made in December 2019 has been added.

Facebook

Our Facebook has grown a lot this year. We went from 729 likes to 905 likes, which we are very proud of! In general, it can be said that we have reached more people with Facebook posts this year. This has been achieved, among other things, by the activities of the PR committee, but also because a number of board members have invited all their friends to like the MUSTANGH page. This is a tip for next year to do this again, since you get the most likes doing this. It is also important that board and committee members continue to share the posts, this increases the reach. The messages that reached most people this year were the individual introductions of the board members. What didn't really happen this year are the

'Did you know' and 'Day of ...' that brought in a wide reach last year. So, this is something to pick up again next year. Furthermore, board and committee activities were posted (as a post or in the story), PR activities, new sponsor projects and experience reports. It is advised (where possible) to post something every 7 days. This includes PR and acquisition messages. All messages are posted in both Dutch and English.

Instagram

The Instagram now has 177 followers. The messages posted are roughly in sync with Facebook, but usually a bit more. In addition, the Instagram Story is also frequently used during PR activities, activities of the board and/ or committee or Ghana updates. It is an idea that in addition to the secretary, a member of the committees will also have access to the Instagram Story. This member can post photos of the committee (activities) and use the Instagram Story for promotion. The story was used this year to present the board, board/ committee activities, activities with which we raise money (sports gala, PR activities), Ghana travel day reports (short), proposals for new sponsor projects (here is a highlight story of, the staff of the WGH), promotion for the new board and short pieces with photos of each position. This was mainly due to the fact that we were unable to make any further promotion at the university because of Corona. All messages are posted in both Dutch and English.

LinkedIn

The LinkedIn business page is linked to the secretary's account. Unfortunately, not much has been done with it this year. How the management of a business page works was unknown to the board. We have tried many times to register for the LinkedIn course organized by the SSC (Student Service Center, <https://www.maastrichtuniversity.nl/nl/support/loopbaan-en-studie/competenties-ontwikkelen/lectures-workshops-and-training>), but unfortunately it never succeeded that some of the board were available that day. It is therefore advisable to start looking for a date from the beginning of the year when this course is given. Inform the board and follow this course with a number of board members (who want to). The page can therefore be managed by several board members. We don't have a specific goal yet that we want to achieve with LinkedIn. We may be able to find new sponsors through LinkedIn. In this case, it may be better to give the acquisition committee the responsibility for this. In the case of promotion, the PR committee could also have a share in this.

Agenda

Since 2018-2019, a common Google Agenda has been created for MUSTANGH board members. It contains meetings and activities. This way, there is no longer a need for a separate agenda, but everyone has the activities immediately planned in their own agenda. It is important that this agenda is made at the beginning of the year and that the link is sent to the board members. Inform the board members that if there is an application/ other type of interview in the MUSTANGH room, they will notify you. You can then put this in the agenda so

you will avoid disturbing someone who is in a meeting. Furthermore, the anniversaries of all board/ committee members were included in the agenda.

Calender

Since 2018-2019, there is a calendar in the MUSTANGH room with the birthdays of all board and committee members. The secretary kept this up and sends a birthday message in the joint WhatsApp group, to increase the bond between the board and the committee.

Newsletter

As in previous years, a newsletter was drawn up every three months and sent to all contact persons. Due to the AVG law it is now possible to unsubscribe immediately when desired. The permanent sections have been maintained. These include: ongoing sponsorship projects, new sponsorship projects, experience reports and support MUSTANGH. In addition, PR and Acquisition activities have been placed in it and nice events of the board and committees. The writing of the documents is divided among all board members and committees.

Documentation

Keeping information up to date has also been successful this year. Clear notes were taken every meeting, and these were forwarded to the entire board as well as placed on the Dropbox. In addition, like last year, we will continue to send the 'provisional notes' immediately after the meeting. So that everyone can get started with his/ her action points. Furthermore, we keep the color coding in the emails per function. The Dropbox is also kept up to date per function. We no longer send Christmas cards to Ghana, because they often do not arrive. It is more convenient to make this in advance and to give it to the two board members who will travel to Ghana.

7. Financial overview

Goals

The most important personal goals for the treasurer will be described in this part. One of the personal goals for the treasurer that was stated at the beginning of the year, was to keep the growth of the equity at €0,-. We thought that we were going to meet this goal. However, due to the coronavirus, several events that we were going to organize had to be cancelled. This resulted in a decreased income compared to the expected incomes. These events are now scheduled to happen in 2021. Due to this, we are finishing this year with a decrease of our equity of ~€1600,-.

Besides, we wanted to increase the intensity of the relationship between MUSTANGH and the financial advisor, so he will be more aware of what is happening regarding the finances. At the start of the board year, we sat together to discuss the budget, the results and the goals for next year. When we had questions, Mr. Oomis could always be contacted. In our opinion, this relationship could be even better, because Mr. Oomis has a lot of knowledge regarding the finances, and could give a lot of useful tips.

During the conversation with Mr. Oomis, he stated that it might be more efficient for MUSTANGH to use a digitalized program for the accountancy. However, it seemed to be harder than expected to find such a program, thus this will be part of our long-term goals. Same counts for the statutes, which need to be updated. We are still searching for a notary to do this.

Another goal was to provide more transparency regarding the finances to the rest of the board (and the foundation). During the year, several presentations have been given to achieve this. Everyone has experienced this very positively.

In general

Looking at the budget, the equity should have risen with €200,- at the 1st of September 2020, compared to the 1st of September 2019. The results, however, show a decrease of €1657,06. This can be explained mainly by the restrictions due to COVID-19. These restrictions caused cancellations of all the events that we were still planning to organise, which caused us to miss out on a lot of revenue. The costs for the “Afrikaweek”, have been a little higher than stated in the budget, but all the other costs for activities organised by PR stayed below the budget. The tickets to Ghana happened to be a lot higher than expected. This is due to the fact that airline companies increased their prices to compensate for the emission of CO₂. This explains, in our opinion, the difference between the budget and the results.

Furthermore, the treasurer worked with the same accountancy program in Excel. All finances have been noted precisely in this program. As of this year, MUSTANGH has a new financial

advisor, named Wim Oomis. The treasurer meets him at least twice a year, to discuss the budget and such, which was experienced positively.

Important things from the results of this year will be discussed in the following parts.

Kosten

MUSTANGH NL

There are some fixed costs for MUSTANGH, and some variable costs. The variable costs are only there when things need to be supplemented or replaced. The fixed costs, are among others, the costs for the Dropbox, website, Christmas cards, etc. These are approximately the same every year. The variable costs of MUSTANGH are spend on PR material and office supplies. This year, we had no expenses for these things.

PR committee

As stated above, no expenses are made for PR material. The costs for the “Afrikaweek” have been a little higher than stated in the budget, a difference of approximately €75,-. The costs of other PR activities stayed within the budget.

Acquisition committee

The acquisition committee had no expenses this year.

MUSTANGH Ghana

Again, this year, no big renovations have been done for the MUSTANGH house. During the trip to Ghana, a list has been made that sums up all the things that need to be fixed or replaced in the upcoming years, but we have not started on doing this, yet. It has been decided to calculate the rent in a different way, so all the costs that are made for students are covered in the rent. In the following parts, the projects of this year will be discussed shortly.

Gynaecologists

The costs for the gynaecologists were covered last year already, mainly by support of Elisabeth Strouven, Hofstee foundation, Debman foundation, WM de Hoop foundation, Preuvenemint, a donation of Maastricht University and a part of the yields of a gala organised for MUSTANGH.

Anaesthetist

Most costs for this education were covered last year already, but the costs for graduating and doing research weren't. Part of this has been covered by the yields of the “Afrikaweek”, thus still €300,- is needed for this education.

Peri-operative nurse

This project started at the end of previous board year (2018-2019), thus there is no sponsoring for this, yet. The total of the costs are ~€2100,-, of which €1000,- has been covered by the money raised by ... at a "brocante" in France. The resulting €1100,- has not been covered yet.

Paediatric nurse

This year, we have started a new sponsor project. This was the education of Salifu Cajetan to become a paediatric nurse. This education will take one year. Because Caj had very good study results, his tuition fees were reduced. Therefore, the total costs of the education were €977,23. This amount was completely covered by the earnings of the SSAC sports gala (€740,20) and the letter we sent with Christmas (€235,-).

Ghana trip

As stated before, we have not succeeded in keeping the costs of the trip to Ghana within the budget we got offered by UM. This is due to the rising prices for the airline tickets.

During the trip to Ghana, the two board members have sat together with Mr. Francis. Mr. Francis is the current responsible person for the finances of the WGH. He is very modern and is trying to digitalise the accountancy, which makes it much easier to create an overview of the finances. Together with him, all the expenses and earnings have been discussed and possible uncertainties have been clarified. Besides, clear agreements have been made regarding the payments of tuition fees.

Earnings

Friends of MUSTANGH

Unfortunately, we have had to say goodbye to two friends, and another one reduced its amount. Therefore, our monthly earnings out of the friends of MUSTANGH have decreased to €70,-. This year, we will, again, try very hard to find some new friends of MUSTANGH.

Subsidy trip to Ghana

Same as previous years, we received subsidy of the UM for our trip to Ghana (€2500,-) and for gas/water/electricity of the MUSTANGH house (€500,-). Naturally, we are very grateful to UM for this.

Rent MUSTANGH house

In the beginning of the board year, the new rent has been calculated to be €30,-. However, in our policy, we decided that it would be better to calculate the new rent in January, after the

board members have returned from Ghana. We decided this because they bring some documents regarding the finances with them, and therefore we are able to calculate a more accurate rent. Thus, in January we calculated the rent again, and concluded that it would be €35,- a month. Due to COVID-19, less students than expected have been able to travel to Ghana, which made us lose some rental income.

PR-committee

During the “Afrikaweek”, €305,- have been collected. This is a bit less than previous year, but the expenses were also lower. Therefore, we have still been able to realize a good profit. Furthermore, with small PR activities, we raised another ~€900,-. This is a lot more than we expected, which we are very grateful for.

Acquisition committee

It has been decided this year, that we will focus less on emailing companies, and more on activities that we can organise or that we can participate in. We decided this because it has appeared that this is often more successful. We had three activities planned, but due to COVID-19 restrictions these could not proceed.

Appendix 1: Contact information

Post address

MUSTANGH Foundation
Universiteit Maastricht, FHML-OI-G
Postbus 616
6200 MD Maastricht
Nederland

Fax: +31 (0)43 3885639

E-mail: info@mustangh.nl

Internet: www.mustangh.nl

Bank information

IBAN: NL86RABO0172084849

BIC: RABONL2U

RSI number: 8168.68.153

KvK number: 14080520

Appendix 2: Members

In 2019/2020 the board existed of:

- **Voorzitter:** Julia van den Brink
- **Vicevoorzitter:** Véronique Hulsmans
- **Penningmeester:** Meral de Jong
- **Secretaris:** Anna Masud
- **Onderwijscommissaris:** Lizy van Eijk
- **PR-commissaris:** Lotte Flachs
- **Acquisitiecommissaris:** Peggy Ummels

In 2019/2020 the Acquisition committee existed of:

- Astrid Heymans
- Christian Collaert
- Danaé Smeets
- Soe Welters
- Lotte Vondenhoff

Their head was Peggy Ummels.

In 2019/2020 the PR committee existed of:

- Maud Palmen
- Hendrikje Bettens
- Jouke van Schrooten
- Emma van Hirtum
- Djura Knol

Their head was Lotte Flachs.