


*Annual report*

***MUSTANGH Foundation***

***2012-2013***



**MUSTANGH**  
**FOUNDATION**

The background image shows a hospital building with a corrugated metal roof. In the foreground, there is a sign that reads "SURGIC WAR" with a red arrow pointing left. A person is sitting on a bench to the left of the building. The scene is outdoors with some trees and a cactus in the background.

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

*Maastricht University Students Twinning A North Ghanaian Hospital.*

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

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

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## List of abbreviations

FHML	Faculty of Health, Medicine and Life Sciences
GEZP	Clinical internship of 18 weeks for students in their 6 <sup>th</sup> year medical training
WGH	West Gonja Hospital
UM	Maastricht University
UDS	University of Development Studies (in Tamale)
SBE	School of Business and Economics
MUNDO	Maastricht University Centre for International Cooperation in Academic Development
KKB	Evaluation form; short clinical assessment

## What is MUSTANGH?

### History

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

**MUSTANGH Foundation: *Maastricht University Students Twinning A North Ghanaian Hospital.***

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

### Mission

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

International electives for medical students give these students an unforgettable experience of working in a completely different cultural setting. The presence of medical students can be regarded as a form of development aid in this hospital with a scarcity on doctors. MUSTANGH has started to improve the WGH infrastructure to support the hospital. This entails renovation of buildings, provision of medical supplies and equipment and better water supply. Eventually, this will make it possible for Ghanaian students of Tamale University of Development Studies (UDS) to go to the WGH for community based traineeships. This will increase the supply of manpower in the region. In addition, MUSTANGH is starting to address the brain drain from Ghana by offering training opportunities to WGH staff.

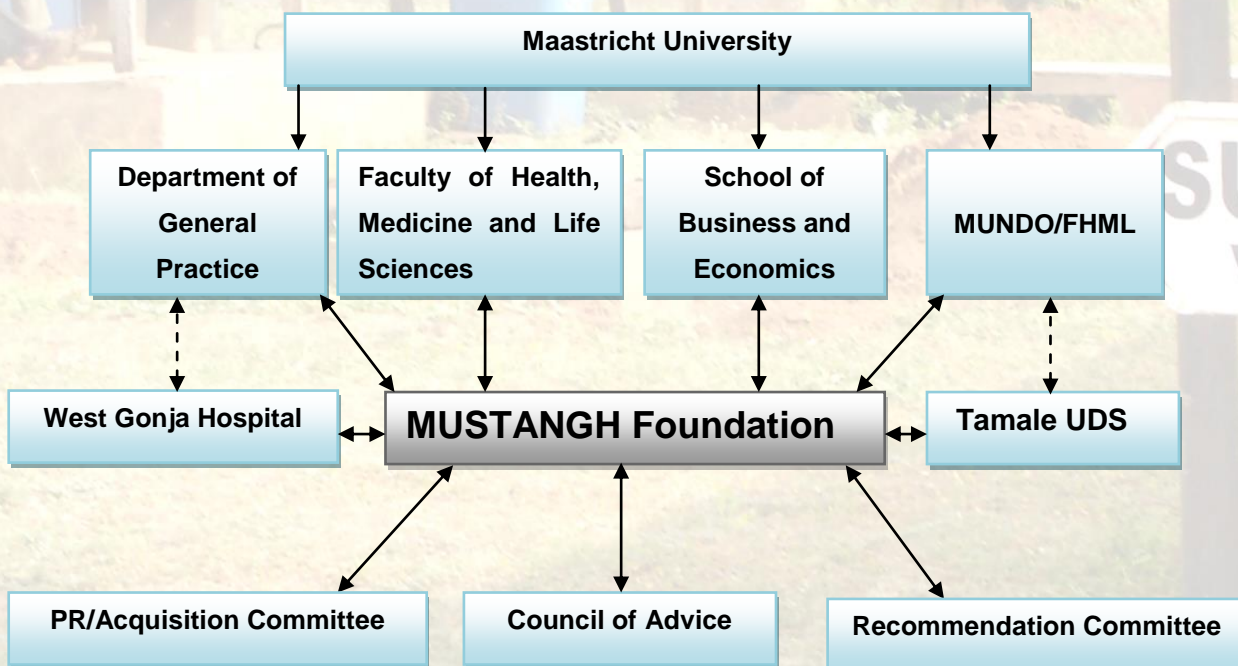
***Our dream: "That one day MUSTANGH simply will be needless and one only has to strive for exchange of students"***



## Organisation

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

The education programme for final year medical students is run in accordance with normal procedures of and in cooperation with the Maastricht Faculty of Health, Medicine and Life Sciences (FHML). The department of General Practice is responsible for the supervision of the students. MUSTANGH receives financial support from the FHML for two board members to visit Ghana once a year to for renewing agreements and sharing ideas. MUSTANGH also collaborates with the School of Business and Economics to set up a management project in the WGH. Another collaboration is with Tamale University of Development Studies in Ghana via MUNDO/FHML, the latter being the Maastricht University Centre for International Cooperation in higher education. All these partnerships show that MUSTANGH is independent but at the same time firmly embedded within Maastricht University.



## Situation in Ghana

### Ghana

Ghana is one of the more stable sub-Saharan countries and knows a democratic system since two decades. Its capital is Accra. A history of colonisation and slave trade marks the country. The southern regions of Ghana are much more developed than northern regions. This is because of its wet climate contrary to the drought in the north. The southern border is adjacent to the sea which facilitates trade and makes it a wealthier region. Compared to other regions, the relatively sparsely populated Northern Region is underserved with regard to many basic facilities, and health care is deficient. These problems are primarily linked to the brain drain, the leaking away of knowledge: highly trained persons move away to southern regions and overseas, in search of better working conditions. This problem has met with national and international recognition and it has been translated into national policies aimed at stemming the brain drain, as is evidenced by government support for projects in the Northern Region of Ghana. This brain drain is also noticeable in the health sector. The harsh living conditions, due to poor infrastructure (roads) and the dry climate are a reason for many doctors to decide not to work in this region.



### Damongo and the West Gonja Hospital

The West Gonja District Hospital (WGH) is in Damongo, the capital of West Gonja District in the Northern Region of Ghana. The administrative capital of the Northern Region is Tamale and here is the University for Developmental Studies located. Some 125,000 people who are living in an area that roughly covers two fifths of the Netherlands are dependent on WGH for their medical care. The hospital was established by a farming company (Worker's Brigade) as a clinic to provide for the basic health needs of its employees and dependants. In 1954, the Catholic church took over the leadership of the hospital. Despite the hospital being Catholic, it serves everyone, no matter which religion. The hospital has over 100 beds in 7 wards for a.o. surgery, paediatrics and obstetrics.



There is an outpatient clinic, an accident and emergency department, X-ray facilities, a public health unit and a small laboratory. With only 1 doctor, about 30 nurses and 100 supporting personnel, the hospital is facing staff shortages. Although the rather poor conditioned buildings and medical equipment have improved over time, more improvement is needed to ensure quality healthcare.

### **Students**

WGH offers sufficient diversity and capacity to deliver an effective education programme to three or two visiting students at a time. Students can choose to execute their GEZP (Health Care Elective) internship in the last year of their medical degree in Ghana and this internship takes 18 weeks. Hospital staff is prepared and able to offer appropriate supervision and the local patient population has an open attitude towards both male and female foreign (semi)doctors. Damongo offers students a pleasant working environment during their stay. Telecommunication facilities, such as telephone and internet access are available and there are recreational facilities in nearby Mole National Park. Students stay in a house that has been built specifically for this purpose. There is a weekly market at half an hour walking distance where local Ghanaian food is available. According to the local customs, students have a cleaning lady and a night watch to ensure a pleasant and safe stay. Even with all these facilities, students reside in a typical rural northern village. The closest largest city Tamale is at 3 hours driving distance in the dry-season. Because of a robbery on 3 of the students in March 2010



on the way from Tamale to Damongo, safety is an important issue. The area around the hospital is considered as safe, but for larger travels outside, day-time travel is advised. The local police force in Damongo is sufficiently effective and there are good emergency and repatriation facilities.

### **Health issues**

Malaria is most prevalent disease seen in the hospital with 2308 cases admitted to the hospital in 2009. A variety of diseases, including tropical diseases can be seen in the hospital by the students. The students themselves are of course also exposed to tropical diseases. For prevention of acquiring these illnesses, MUSTANGH and Maastricht University advises these students to visit a travel health clinic before their departure to Ghana for the necessary vaccinations and malaria prophylaxis.

### **Communication**

Communication with Ghana about students, supervision, ongoing and new projects, the MUSTANGH house and finances, occurs via telephone and email with one employee of the hospital, this is currently Mr Emmanuel Kummah, he took over the duties of Mr. Anthony Jatoe around February 2012. Yearly, two board members visit Ghana to evaluate and discuss topics on spot.



## What has MUSTANGH achieved?

### Foundation

- Continuity* Continuity within the Board and with regard to organisational knowledge is ensured by appointing committee members to the Board and by having an extensive protocol for each function. Board members are asked to join the Board for more than one year. Recruitment and induction of new board members are organised to ensure enough time for new board members to become acquainted with the MUSTANGH organisation before the outgoing board members retire.
- Transparency* With the Council of advisors to give expert advice on issues and with an external expert who controls our finances, MUSTANGH aims to be as transparent as possible. Annual reports and policy plans make our working plan accessible to the broader public.
- Sustainability* By making investments in buildings and education of WGH staff, MUSTANGH tries to offer help. Investments in education will last for many years and can also increase institutional knowledge.
- Independent board* Since 2009, MUSTANGH has a board only run by students from Maastricht University.
- Communication* Regular phone calls make proper communication possible. Decent communication with Ghana has been improved even more by the establishment of internet in the WGH by MUSTANGH in 2008 and e-mails are now an important part of communication.
- Locally known* As a result of successful PR-activities MUSTANGH is locally known by Maastricht citizens, students and among field-experts.

### Education

- MUSTANGH house* A MUSTANGH-house has been build wherein students can live during their internship. There is a house-keeper and a night watch for the comfort of the students and conforming the Ghanaian standard of living.
- University* Close collaboration with the educational institute with respect to student education.
- GEZP* The GEZP-internship concerns Primary Health Care and students are supervised by Drs. de Jonge, a staff member of the general practice department of UM.
- Students* (Almost) full-time presence of 2-4 GEZP-students, each present for 18 weeks in Damongo. In case of insufficient GEZP-students, it is possible to select Maastricht students' choice-interns.
- Preparation* Cultural, professional and personal preparation of the students on their stay in

Ghana. An updated coursebook is a key guideline for this.

*Supervision*

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



**Table 1: Presence of students in the West Gonja Hospital**

Year	GEZP students	Elective-students	Other
2003	-	-	1 Technical University student – building plan WGH
2004-2005	0	2	
2005-2006	2	3	
2006-2007	4	3	
2007-2008	4	-	1 public health student (SWOT-analysis WGH)
2008-2009	3	1	1 WESP student (malaria-tests) 1 public health student (evaluation management structure WGH)
2009-2010	5	-	
2010-2011	4	1	Leeuwenborgh College 3 nursing students
2011-2012	2	-	Leeuwenborgh College, 3 nursing students
2012-2013	2	0	2 health science students

**Financial support**

*Water pump*

Installation of a water pump in Damongo to ensure safe water access for the hospital and the inhabitants of Damongo.

<i>Paediatric ward</i>	Building of a new paediatric ward with financial help of the NCDO, a Dutch development work organisation.
<i>Laboratory</i>	Renovation of laboratory.
<i>Internet</i>	Establishment of internet for the hospital making good communication possible.
<i>Ambulance</i>	Purchase of a new ambulance to improve access to health care for surrounding villages and to transport patients to a referral hospital (Tamale) with help of Simavi. Unfortunately, this ambulance now passed out of use because of a severe accident in 2011.
<i>Equipments</i>	Purchase and transport of medical equipment for the new operation theatre. Further, purchase of small medical equipments as for example an ECG-recorder, microscopes, equipment for oxygen measurement, breast pumps and transport of donations like books.



### **Support to improve knowledge**

<i>Doctors</i>	Paying tuition fees of a medical student, former nurse at the WGH Mr. Saadaare Anlaagmen Vitalis, to make sure that this future doctor will work in the WGH after his studies. This is with help of a foundation that wishes not to be mentioned.
<i>Nursing staff</i>	Financial support for nurses in undertaking extra courses
<i>Administration staff</i>	Financial support for one of the administrators of the hospital, Emmanuel Kummah, to undertake an extra course in London.
<i>Radiology assistant</i>	Financial support for the tuition fees for one year education of a new radiology assistant

### **Partnerships**

<i>Tamale UDS - MUNDO/FHML</i>	MUNDO/FHML is involved in a Nuffic-project with Tamale UDS medical department to develop innovations in the master phase of the medical curriculum. The West Gonja Hospital is looking if it can be one of the affiliated hospitals for these students to carry out their internships.
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<i>SBE Maastricht</i>	There is collaboration with the School of Business and Economics in Maastricht to set up a management project in the West Gonja Hospital.
<i>Leeuwenborgh College</i>	The Leeuwenborgh College is a school for among others nursing students. These students have started a 4-week internship in the WGH and stay during their visit in the MUSTANGH house.

### Activities in the Netherlands

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

#### Fundraising

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

#### Public relations

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

### Achievements 2012-2013

Many new achievements have been made in the academic year of 2012-2013. Besides the regular activities as for example promotional activities and the African weeks, below you can find the activities that we have been working on this year.

<i>New committee</i>	Besides the PR committee, for the first time an acquisition committee was established. A lot of new members joined both committees thanks to many recruitment activities like the introduction evening.
<i>Connection board - committees</i>	The bond between the board and the committees is of great importance. This year, some extra activities for the board and committees have been organized to extend this bond. Also the board tried to be present on all the activities organized by the PR en acquisition committee.

*GEZP promo*

The applications for the GEZP internships have been decreased. Therefore the GEZP promo is intensified by giving lectures, improving the sites with experiences of students, improving the findability on eleum/fhmlweb, placing announcements and focussing on the GEZP promo during PR activities. Besides this, the decrease has been mapped out by a survey and other internship possibilities for the WGH have been explored (for example: (new) medicine electives and internships for masters of health science and midwifery)

*Students*

A pilot for internships for health science students was started. 2 health science students went for a period to the WGH. One student was involved within the public health department and the other student wrote her bachelor thesis in the WGH.

*Safety*

Improving the safety for the students in the MUSTANGH house was a high priority this year. Different actions have been taken, for example: securing the transportations and starting with asphaltting the road between Tamale and Damongo by the government.

*Supervision students*

The supervision of the students by Dr. Kubio has been improved: he is more attainable and also during absence he is reachable by phone. Also two new doctors were this period in the WGH, so more supervision was accessible.

*Bank*

We changed from bank; from the Deutsche bank to the Rabobank.

*Art auction*

A new activity has been organized by the acquisition activity: an art auction. A nice amount of money is collected.

*African weeks*

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

*Other activities*

Other activities were organised, like: a tropics lecture, a flea market, the selling of waffles and the joining of the running event Maastricht Mooiste. Together, these activities were financial advantageous and created more notoriety in Maastricht.

*GES Maastricht*

The collaboration of various student NGOs has been concretized under the name GES Maastricht (MUSTANGH, Mara, Red Cross student desk and IFMSA).

*Website*

The website is completely translated in English

*Secretarial updates*

Different secretarial affairs have been updated, for example: the key list, the contact list, the mailbox and the MUSTANGH room. Also a new data storage has been created online.

## Financial situation MUSTANGH

### Booking year

During this academic year, we transferred our bank account from the Deutsche Bank to the Rabobank. This transition took a longer time than planned, namely from the end of November till mid-February. This has caused several difficulties. Besides the difficulties with the administration, it has resulted in higher costs, because we had two banks at the same time.

### Expenses

The expenses of MUSTANGH the Netherlands was 300 euro more than estimated. The main cause of these higher costs was the change of bank. Besides this, our business cards costed more than budgeted. During this year it turned out that the West Gonja Hospital will receive an ambulance from the government. So unfortunately this meant that we couldn't fulfil this sponsor project. Therefore no money concerning a sponsor project went to the West Gonja Hospital. A new sponsor project need to be determined next academic year.

Expenses regarding to the PR were lower than estimated. The PR committee used just one third of their budgeted amount, although their revenues were higher than estimated. Next year, more of this budget for the PR can be used. The only big expenses of the PR committee were the printed pencils that are handed out during the exams (VGT) of the medical students.

Our visit to Ghana this year, costed less than estimated and the costs of the MUSTANGH house were as estimated.

### Revenues

The PR committee was very successful this year. This was mainly accomplished by the commitment during the Africa weeks. Especially the week on the faculty in Randwijck was very profitable. The week on the faculty in the inner city can be improved next year. The revenues were around 1000 euro, and this is 200 euro more than estimated. Unfortunately, the 'selling waffle'-activity of the PR committee wasn't so profitable as expected.

The revenues due to donations were 3500 euros, a very nice amount. Unfortunately the number of friends of MUSTANGH is reduced by one. This means that we receive 100 euro monthly, thanks to the friends of MUSTANGH. An increase in the regular income is an aim and this needs to be the focus for next year.

The revenues of the MUSTANGH house were less than estimated, because just two GEZP students went to the West Gonja Hosital this year. However, two students of health science and nursing students of the Leeuwenborgh stayed in the MUSTANGH house.

The donation of the Maastricht University already has been received and was 3000 euro.

### Reserved amounts

MUSTANGH has €33,496.93 liquidities at the end of the academic year of 2012-2013. Of this sum the following amounts have been reserved for the following purposes:

€ 10.000,00	Reserved for emergencies
€ 250,00	Still to be paid for renovation of the Mustangh house
€ 1.100,00	Still available from the savings for maternity ward, reserved for ambulance
€ 8.000,00	Rotary donation, reserved for ambulance
€ 915,00	Friends of Mustangh, reserved for ambulance
€ 2.500,00	Elisabeth Strouven, reserved for ambulance
€ 2.344,86	Small donations, reserved for ambulance
€ 280,50	Reserved for reunion
€ 170,00	In vault
€33,496.93	<b>Total</b>

*Actual reserve: € 1.356,3*

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

### Financial situation over time

As can be seen in table 2, expenditure and revenues change largely over time. This can be explained by a great variety in donations. During the first few years of MUSTANGH, the foundation received large donations from various sources, amongst which the Maastricht University but also sponsors such as the Rotary club, and other single sponsors. At this point the Foundation decided to renovate several buildings at the WGH. In 2008 the foundation organised an art auction which was very profitable and enabled the Foundation to start building on a new theatre in the WGH. In 2009 the financial crisis was as beginning to wear down on MUSTANGH foundation, and revenues were scarce. Due to prior donations we were however able to connect Canteen to the Damongo internet system, providing the WGH with a functional internet connection. In 2010-2011 we attracted a large sponsor

who will finance the medical studies of Mr. Saadaare Anlaagmen Vitalis for a period of four years. In 2011-2012, we offered medical training to a nurse, becoming a radiology assistant to help dr. Kubio with echography and we donated a large sum of money to the maternity ward, education in neonatal resuscitation of the maternity ward nurses and a large neonatal care outreach program in the West Gonja District. In 2012-2013, this year, we couldn't fulfil our sponsor project, because the planned sponsor project, an ambulance, was already be given by the government. The money that was budgeted for the sponsor project will be shifted to next year, so next year a larger project can be sponsored.





## Appendix

Table 1 - Overview of end of year balances since 2010

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

Table 2 - Overview of financial yearreports since 2008

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

All amounts stated in whole euro's

<sup>+</sup> 1 januari 2009 - 31 augustus 2010

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

## Highlights for the coming year

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

### Board

- Create continuity within the board: it is important to recruit board members, who are willing to stay within the board for a longer time. The aim is to achieve a board membership of more than a year. Board changes should be reduced to a minimum.
- Connection between de board and the committees: the past year, the bond between de board and the committees has been improved with the start of the fries feast (frietfeest). The next years, this bond needs to be retained and improved.
- Partnerships: current partnerships need to be sustained and possibly extended. In addition, new partnerships can be started.
- Contact with Ghana: the contact with the West Gonja Hospital is important for the whole MUSTANGH foundation. Next year, the contact needs to be maintained and can be improved and intensified.

### Education

- Safety: the MUSTANGH foundation needs to guarantee the safety of the students in the West Gonja Hospital and the MUSTANGH house. Therefore the following years, it is very important that the safety of the students will be checked and controlled several times.
- Contact with students: regularly contact with the students in Ghana should be maintained.
- Supervision of students: the supervision of the students by dr. Kubio is improved this year. However, close observation of the supervision by the MUSTANGH foundation remains a requirement and, if necessary, the supervision needs to be improved again. Therefore, the students in the WGH need to be contacted regularly to ask about the quality of supervision.
- Number of GEZP students: a continue presence of GEZP students in the West Gonja Hospital is an aim for the next few years. To achieve this, the promo for this internships needs to be improved and intensified.
- Other possible internships in the WGH: the past year, we have looked into the possibilities to start new and different internships in the West Gonja Hospital. Next year these options need to be reconsidered and eventual, these internships can be set up and started.

### Acquisition

- Acquisition committee: the past year, the acquisition committee was established. It is an aim to maintain this committee and if possible to expand.

- Activities: the art auction can be organised again next year. Besides this, also new activities can be organised.
- Fundings: more letters/applications for fundings need to be send next year.

### **Public relations**

- Notoriety: It is de main target of the PR the to make MUSTANGH more widely known. Also the next following years it should be an aim to expand the awareness of the MUSTANGH foundation.
- Members: maintaining the continuity of members and potentially increase the number of members is a task of the PR committee for next year and following years
- Activities: an aim is to make the Africa weeks as successful (or even more successful) the next year(s). Also other activities will recur, like Maastricht Mooiste (running event). Other activities, like the waffle action, can be adapted and new activities can be started. Regularly, the PR committee will have a stand during different activities.

### **Finance**

- Budget/plan: next year, this will be accomplished.
- A continuously control of finances: this is a current aim of the treasurer, but will be stay the most important aim for the following years. The treasurer needs to keep the finances up to date at all times. Possible uncertainties need to be resolved as quick as possible.
- Control of finances by board: regularly, the finances need to be checked by the board. At least twice a year, an (extra) board meeting needs to take place to discuss all the current, past and future finances.
- Sponsorproject: past year, we couldn't sponsor the ambulance, like was planned, because the West Gonja Hospital already received an ambulance from the government. Next year a new sponsor project needs to be selected. The MUSTANGH foundation can sponsor one big or several small sponsor projects.
- Friends of MUSTANGH: it would be an advantage to increase our monthly incomes. The best way to do this, is to increase the amount of 'Friends of MUSTANGH'. This will be, in collaboration with the PR, a focus during the following years.

### **Secretarial**

- Site: the site has been adapted past year and almost the whole site is available now in English. A further improvement of the site can be a goal for next year.
- Up to date: The secretary will focus on keeping everything up to date. For example: the contact list, documents in the MUSTANGH room and on the online data storage, the key list and the mail.

## Organisation structure and members 2012-2013

### Board members

President	Marlieke Bouwmans (-Apr '13) / Lenny Wientjens (Apr '13-)
Vice-president	Charlotte Dieteren (-Apr '13) / Annelies Post (Apr '13 -)
Secretary	Esther Geersheuvels
Treasurer	Annelies Post (-Nov '12) / Mathijs Weijnen (Nov '12-)
Head Education	Isabelle Cornelisse
Head Public Relations	Willemijn Vlieg
Head Acquisition	Mathijs Weijnen (-Nov '12)/ Judith van Beek (Nov '12-Apr '13) / Julia Deus (Apr '13 -)

### PR/acquisition committee

Maryvonne Witjens, Monique Poortvliet, Niels van der Baan, Rhiannon Blanchette, Sanne de Waal, Annelies de Voogt, Inge Hendriks, Vivian Römers, Marloes van Zelst, Sander Tromp, Anna Haverkamp, Maren Kraft, Irene Schouten, Lieke van Delft, Milou Lustermans.

### Members of Council of Advice

R. van Ginderen	Architectural engineer, designer of the new WGH
W. Hermens	Emeritus professor molecular physics; CARIM
L. de Jonge	General practitioner, ex-tropical doctor, head department education for basic curriculum for general practice, UM-FHML
E. Brouwer	Projectmanager SHE Collaborates
A. Nieuwenhuijzen Kruseman	Prof. medicine and endocrinology; president KNMG; former dean medicine and rector UM+, vice-president RvT Nuffic
M. Olivers	Director Executive Education Maastricht University School of Business and Economics
B. Ramaekers	Legal consultant at Studio Civiel
G. Snijders	Former MUSTANGH GEZP student; general-practitioner under training
T. Geradts	Former board member of the MUSTANGH foundation; project coordinator Maastricht Centre For Entrepreneurship
B. Post	Tax consultant, proprietor consulting firm Miséricorde

### Recommendation Committee

Her Excellency Mrs Aanaa Naamua Enin	Ambassador of the Republic of Ghana to the Royal Kingdom of the Netherlands
Prof. Drs. G. Cerfontaine	former president & CEO Schiphol Group

Dhr. A. Japin

Prof. Dr. M. Paul

Prof Jo. Ritzen

Well-known Dutch writer of the book: 'De zwarte met het witte hart'.

President of Maastricht University

Chair Empower European Universities



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