

Annual report

MUSTANGH Foundation

2015-2016



MUSTANGH
FOUNDATION



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 improvement of staff training and the purchase of equipment aims to make a lasting contribution to health care in Ghana.

That's why our keywords are:

"EDUCATION and SUPPORT"

Contents

List of abbreviations

What is MUSTANGH?

History

Mission

Organisation

Situation in Ghana

Ghana

Damongo and the West Gonja Hospital

Students

Health issues

Communication

What has MUSTANGH achieved?

Foundation

Education

Financial support

Support to improve knowledge

Partnerships

Activities in the Netherlands

Fundraising

Public relations

Achievements 2014-2015

Financial situation MUSTANGH

Highlights for the coming year(s)

Organisation structure and members 2014-2015

Colofon

List of abbreviations

FHML	Faculty of Health, Medicine and Life Sciences
GEZP	Clinical internship of 18 weeks for students in their 6 th year medical training
WGH	West Gonja Hospital
UM	Maastricht University
UDS	University of Development Studies (in Tamale)
MUNDO	Maastricht University Centre for International Cooperation in Academic Development

What is MUSTANGH?

History

In 2004, Gaël Pennings and Noëmi Nijsten, two Maastricht students examined the feasibility of a twinning project to promote cooperation between Maastricht University and a Ghanaian rural hospital. On 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. In the past MUSTANGH supported the building and renovation of buildings, provision of medical supplies and equipment and better water supply. Eventually, this will make it possible for Ghanaian students of Tamale University of Development Studies (UDS) to go to the WGH for community based traineeships. This will increase the supply of manpower in the region. For now the main focus is on education of the staff by offering training opportunities to WGH staff and improving the facilities they need, in order to address the brain drain from Ghana and improve the healthcare in the West Gonja District.

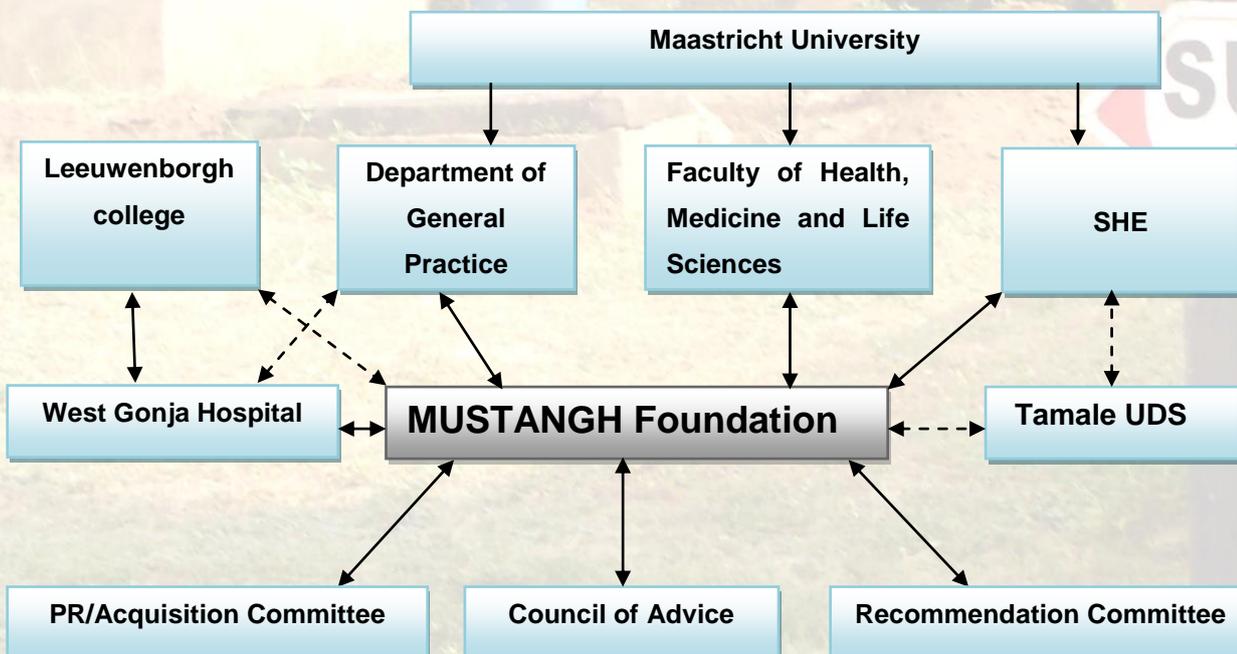
Our dream: "That one day MUSTANGH simply will be needless and one only has to strive for exchange of students"



Organisation

MUSTANGH is a non-profit organisation. It is governed by a Board consisting of 7 students of Maastricht University that meets once every two weeks. Two separate committees are responsible for the acquisition (acquisition committee), and public relations (PR committee). 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). Next to that, MUSTANGH provides clinical electives to medical students in the first years of their Master of Medicine and provides the possibility to do research in the West Gonja Hospital to students of Medicine and Health Sciences. The department of General Practice is responsible for the supervision of the students. MUSTANGH receives financial support from the FHML for two board members to visit Ghana once a year to for renewing agreements and sharing ideas. MUSTANGH also collaborates with Tamale University of Development Studies in Ghana via MUNDO/FHML, the latter being the Maastricht University Centre for International Cooperation in higher education. These partnerships show that MUSTANGH is independent but at the same time firmly embedded within Maastricht University. Also, MUSTANGH collaborates with the Leeuwenborgh college to give nursing students the opportunity to experience an internship in Ghana.



Situation in Ghana

Ghana

Ghana is one of the more stable sub-Saharan countries and knows a democratic system since 1992. Its capital is Accra. A history of 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 4 wards: the male, female, paediatric and maternity

ward. There is an outpatient clinic, an accident and emergency department, X-ray facilities, a public health unit and a small laboratory. With only 1 to 2 doctors, 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. Telephone access is 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 advise these students to visit a travel health clinic before their departure to Ghana for the necessary vaccinations and malaria prophylaxis.

Communication

Communication with Ghana about students, supervision, ongoing and new projects, the MUSTANGH house and finances, occurs via telephone and email with one employee of the hospital, this is currently Mr Remy Nyewie, he took over the duties of Sr. Seraphine around December 2014. 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* Presence of 2-3 GEZP-students, each present for 18 weeks in Damongo. In case of insufficient GEZP-students, it is possible to select medical students from Maastricht to pursue their clinical elective or medical or health sciences students doing research relevant for the tropics.

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	-	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	-	2 health science students (braindrain and public healthcare)
2013-2014	-	-	
2014-2015	2	-	1 A-KO student, 1 WESP student (fluxus postpartum)

2015-2016	4	4 GEZP students
-----------	---	-----------------

Financial support

<i>New incubator</i>	Purchase of an incubator including the training on how to maintain/use the incubator, together with the education of one nurse to specialize into a specialized pediatric nurse and the education of one of the staff members to become a Physican Assistant.
<i>Radiology department</i>	Purchase of a new ultrasound machine, together with the training of the radiology assistants, to improve diagnostics and therefore the management of the patients.
<i>Water pump</i>	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>Staff's health</i>	Contribution to the hepatitis B vaccinations of the staff of WGH
<i>Outreach projects</i>	Providing funds to support outreach projects improving the health for mother and child.
<i>Equipment</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. Next to that, providing materials for the new operation theatre. Also providing surge protectors to prevent damage of the equipment.



Support to improve knowledge

Doctors Paying tuition fees of a medical student, former nurse at the WGH Mr. Saadaare Anlaagmen Vitalis. He finished his studies in 2015. After two years of compulsory postings, he'll return to the WGH to work as a doctor. This is with help of a foundation that wishes not to be mentioned.

Nursing staff Financial support for nurses in undertaking extra courses.
In addition, in 2015-2016 MUSTANGH Foundation sponsored the education of two staff members in order for them to specialize into a pediatric nurse and into a physician assistant.

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

Radiology assistants Financial support for the tuition fees for the training of two radiology assistants.

Partnerships

Tamale UDS - /FHML/SHE SHE/FHML was involved in a Nuffic-project with Tamale UDS medical department to develop innovations in the master phase of the medical curriculum. Also, SHE has contact with numerous universities/hospitals across the world to organize internships abroad for students of Maastricht University, organizes a summercourse for supervisors abroad.

Leeuwenborgh College 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. In the year academic year of 2015-2016, MUSTANGH especially tried to apply for funds in order to be able to sponsor the WGH a pick-up.
- *Wine tasting:* Raising funds by reaching the upper class of Maastricht and the staff members of Maastricht University.

Public relations

- *African week:* yearly African week full of activities and in collaboration with a.o. UM Sport and Grand Café Edd's.
- *Promotion activities:* presenting short introductions on MUSTANGH before lectures, spreading flyers, putting up posters, distributing pencils and presence at important events as INKOM and faculty introduction of FHML.
- *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, such as El Dunya Festival.

Achievements 2015-2016

Many new achievements have been made in the academic year of 2015-2016. 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.

Carrying out our new vision

To be clear about the possibilities and impossibilities of a student foundation in the current economic climate, the vision of MUSTANGH is narrowed down. Now the main focus is on education: supporting the training or study of the staff of WGH, to improve the knowledge in the hospital, along with the equipment needed, to improve the hospitals possibilities and prevent braindrain. In the near future no new building or renovation projects will be supported by MUSTANGH. This vision has now clearly been communicated to the WGH.

Incubator

The money for a new incubator has been transferred together with the education of two staff members of the West Gonja Hospital

GEZP promo

The applications for the GEZP internships differ from time to time. Therefore we continued the intensified GEZP promo, started a few years back. Main part of this was the lecture about tropical medicine and the several pre-lecture talks.

Supervision students

The supervision of the students has been improved. This year, two doctors have been appointed to work at the WGH. There was almost always a doctor

available if the students needed supervision and there was a weekly moment of education.

Also, we tried to arrange for dr. Jonathan and dr. Tony to take the SHE summercourse in order for them to improve their supervising skills. Unfortunately, this course was cancelled by Maastricht University because of too little applications.

New promotional activities

Some new promotional activities have been organized and new MUSTANGH T-shirts were arranged in order to promote our foundation more professionally.

Financial situation MUSTANGH

Booking year

This academic year has been a good financial year for MUSTANGH. We had some great, sometimes unexpected, donations. We also had a couple of projects we sponsored. Lastly there seems to be great progress in finding enough funds to sponsor a new car for the WGH next year.

Expenses

The expenses of MUSTANGH the Netherlands were a little less than estimated. This year we sponsored an incubator and the training of Julie and Francis (paediatric nurse and physician assistant). We also helped Mr. Vitalis with the payment of his rent during his houseman ship. This came down to a total of around 8.000 euro. There is still budget left for sponsor projects. Most of this money is reserved to sponsor the car and the second year of training of Julie.

Expenses regarding the PR and acquisition committee were lower than estimated, mainly due to the decision to make the very successful art auction a two-yearly event. The visit to Ghana this year costed less than estimated. We mainly saved money by planning the trip on time and because the inland flight was cancelled.

The costs for the MUSTANGH house will increase this year and will increase more next year because of the raise in salary for Jane and Kassim. Therefore we will have to increase the rent of the MUSTANGH house.

Revenues

The PR and acquisition committee were very successful this year. We raised a lot of money

during the Africa week, almost 750 euro. The acquisition committee also arranged some profitable activities. Like said before we didn't have an art sale this year, but they also contacted a lot of companies and other foundations. Most importantly Wilde Ganzen, who will likely sponsor a large part of the car next year.

The number of friends of MUSTANGH shifted a bit this year but net the amount increased with 2.50 euro monthly this year. An increase in the regular income will stay a goal for next year.

The revenues of the MUSTANGH house were almost as high as estimated, because we had a total of 4 GEZP students and also a couple of elective intern shippers.

The donation of the Maastricht University for the trip to Ghana has been received and was 3.000 euro. We only spent about 1.500 euro.

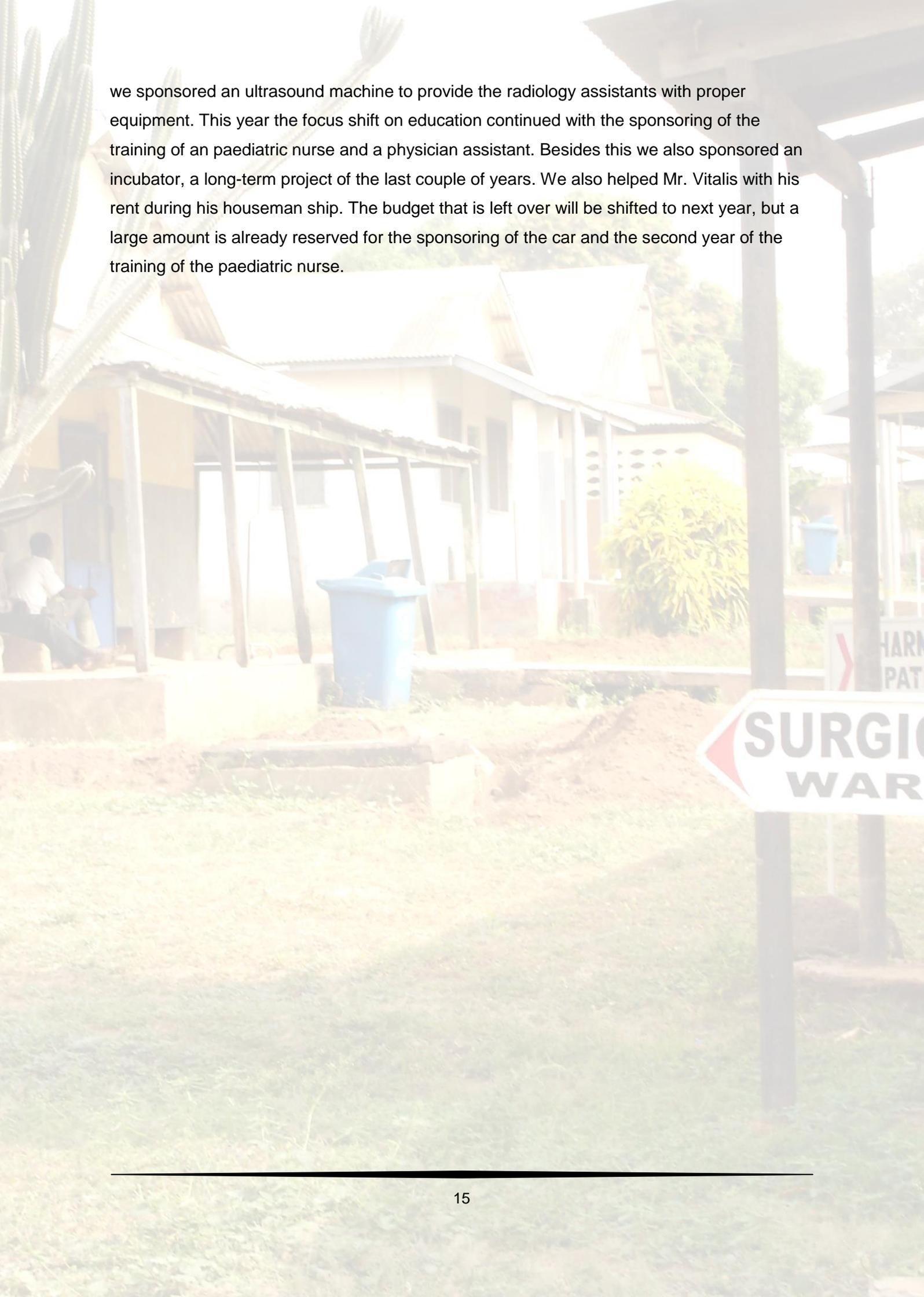
Reserved amounts

MUSTANGH has 36.224,96 liquidities at the end of the academic year of 2014-2015. Of this sum 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 beginning to wear down on MUSTANGH, and revenues were scarce. Due to prior donations however, we were able to connect Canteen to the Damongo internet system, providing the WGH with a functional internet connection. In 2010-2011 we attracted a large sponsor who financed the medical studies of Mr. Saadaare Anlaagmen Vitalis for a period of four years. In 2011-2012, we offered medical training to a nurse, becoming a radiology assistant to help Dr. Kubio with echography and we donated a large sum of money to the maternity ward, education in neonatal resuscitation of the maternity ward nurses and a large neonatal care outreach program in the West Gonja District. In 2014-2015, last year, we sponsored the second training of two radiology assistants, which will be followed this year. In combination with this

we sponsored an ultrasound machine to provide the radiology assistants with proper equipment. This year the focus shift on education continued with the sponsoring of the training of an paediatric nurse and a physician assistant. Besides this we also sponsored an incubator, a long-term project of the last couple of years. We also helped Mr. Vitalis with his rent during his houseman ship. The budget that is left over will be shifted to next year, but a large amount is already reserved for the sponsoring of the car and the second year of the training of the paediatric nurse.



Appendix

Table 1 - Overview of end of year balances since 2010

End of year balance	2009-2010	2010-2011	2011-2012	2012-2013
Vault	253,54	170,00	460,71	375.95*
Current account	5.605,98	3.918,85	1.302,81	7.898,17
Second account	-	-	-	1.197,54
Savings account	31.072,29	24.733,42	25.153,14	26.622,50
Total liabilities	36.931,81	28.822,27	26.916,66	36.094,07
Profit or loss		-8.109,54	-1.905,61	9.177,50**

End of year balance	2013-2014	2014-2015	2015-2016
Vault	270,00	272,00	270,00
Current account	5.836,47	6.976,57	6.912,68
Second account	708,65	1.111,79	3.038,52
Savings account	29.951,04	25.968,04	26.103,76
Total liabilities	36.766,16	34.328,40	36.324,96
Profit or loss	672.09*	-2.437,76	1.996,56

Table 2 - Overview of financial year reports since 2008

	2008	2009	2010 ⁺	2009- 2010	2010- 2011	2011- 2012	2012- 2013	2013- 2014	2014- 2015	2015- 2016
Expenditure										
Foundation costs	171	1.036	922	1.064	866	274	922	740	683	543
Renovation Hospital	17.516	11.000	0	11.426	15.000	6.105	0	106	8.207	4.973
Education staff	0	0	1.110	1.110	2.223	2.477	2.320	2.215	2.609	3.119
WGH	1.251	616	509	6.277	1.045	1.880	1.218	3.665	5.732	1.066
PR										
Evaluation in Ghana	2.367	2.315	1.864	2.264	1.899	2.154	1.702	1.777	2.172	1.446
Mustangh house	3.261	2.777	1.741	1.741	2.574	2.800	2.522	1.870	1.492	1.057
Staf WGH	0	0	0	0	0	2.160	2.202	2.414	560	3.718
Other expenditure	6.146	0	0	0	75	0	11	0	490	203
Total	30.713	17.744	6.146	23.883	23.680	17.849	10.977	12.787	21.945	16.125
Revenues										
Rent	700	2.088	1.600	3.098	2.155	1.419	2.461	520	1.297	1.519
Support UM	10.269	200	0	0	3.000	0	3.000	1.821	3.000	3.000
Sponsors	2.363	0	0	1.267		2.500	2.160	0	600	3.690
Subsidies	2.500	0	0	0	2.713	3.150	0	0	0	0
Donations	0	470	1.700	2.400	5.200	3.705	7.968	7.925	6.426	7.347
Friends of Mustangh	1.438	1.385	795	1.300	1.005	915	928	845	1.190	1.268
PR activities	14.120	1.730	582	0	837	1.639	3.500	1.552	6.767	1.162
Intrest	0	0	0	0	661	420	219	229	227	136
Other sources of income	0	407	1.292	1.292	0	2.196	55	0	0	0
Total	31.389	6.280	5.969	9.357	15.571	15.944	20.291	12.891	19.507	18.122
End of year balance	676	-11.463	-177	-14.526	-8.110	-1.906	9.313*	104*	-2.438	1.997

All amounts stated in whole euro's

⁺ 1 januari 2009 - 31 augustus 2010

* These amounts are different. Unfortunately when we were looking over the bookkeepings we noticed errors in the bookkeepings of 2012-2013 and 2013-2014. Likely this can be partly explained by the introduction of the second account in 2012-2013

Highlights for the coming year(s)

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

Board

- Vision: the focus should be on education, on one hand the GEZP internships, on the other hand education related sponsor projects. It's advised to not start new building or renovation projects in the next years.
- 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 the board and the committees: the past years, the bond between the 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.
- Pick-up project: The WGH has requested a car in order to visit communities further away from the hospital and to be able to buy medical supplies in Tamale.

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 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. Next year this responsibility can be transferred to the PR committee.

Acquisition

- Activities: the wine tasting can be organised again next year. The art auction can be a biannual activity. Besides this, also new activities can be organised.
- Friends of MUSTANGH: a main focus should be expanding the friends of MUSTANGH, in order to increase the regular income.
- 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 week as successful (or even more successful) the next year(s). Also new activities can be started and successful activities can be repeated. Regularly, the PR committee will have a stand during different activities.
- GEZP promo: promoting the GEZP should be a main task of the PR committee, in order to increase the applications.
- Planning activities: both the acquisition committee and the PR committee should try to spread the activities over the whole year.

Finance

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

Secretarial

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

Organisation structure and members 2015-2016

Board members

President	Marloes Verhaegh
Vice-president	Kirsten Palm
Secretary	Maartje Weterings
Treasurer	Sanne de Waal
Head Education	Isabelle Nijskens
Head Public Relations	Fenna Traa
Head Acquisition	Céline Buurman

PR/acquisition committee

.....

Members of Council of Advice

E. Brouwer	Projectmanager SHE Collaborates
T. Geradts	Former board member of the MUSTANGH foundation; project coordinator Maastricht Centre For Entrepreneurship
R. van Ginderen	Architectural engineer, designer of the new WGH
L. de Jonge	General practitioner, ex-tropical doctor, head department education for basic curriculum for general practice, UM-FHML
M. Olivers	Director Executive Education Maastricht University School of Business and Economics
B. Post	Tax consultant, proprietor consulting firm Miséricorde
B. Ramaekers	Legal consultant at Studio Civiel → resigned February 2015
G. Snijders	Former MUSTANGH GEZP student; general-practioner under training

Recommendation Committee

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

Colofon

Post address

MUSTANGH Foundation
Maastricht University
Educational Institute FdG
Postbus 616
6200 MD Maastricht
The Netherlands

Visiting address

MUSTANGH Foundation
Universiteitssingel 50
Room 1.240
Maastricht
The Netherlands

E-mail address

info@mustangh.nl

Internet

www.mustangh.nl

Bank account

Bank: Rabobank
IBAN: NL86RABO0172084849
BIC: RABONL2U

Chamber of Commerce

Venlo the Netherlands
14080520

Identification number for legal entities and associations (RSIN)

8168.68.153