Internship at Doctors with Africa (CUAMM)

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1. Introduction

When I started with MA International Humanitarian Action (NOHA programme), I already knew that I wanted to enrol for a work placement during my third semester. To gain practical knowledge is just as important as gaining theoretical knowledge to me. Before I enrolled for the NOHA programme I did not have much professional experience and from the (guest) lecturers of the courses I followed it became apparent that there is a lot to learn from a practical experience.

This year the NOHA programme provided the students with a document listing dozens of available placement opportunities. This list showed different positions in multiple countries with numerous humanitarian organisations of which most were either German or Spanish. Of course, students were also allowed to arrange their own work placement at an organisation not listed on the document.

Doctors with Africa (CUAMM) offered five opportunities as project administrator or management assistant in Tanzania, South Sudan, Sierra Leone, Uganda, and Mozambique. The position for project administrator described tasks and responsibilities that appealed to me the most. Furthermore, the position was offered in Tanzania which is a country I wished to visit for a long time. Therefore I decided to apply for that particular position.

During the first round I was not selected. Apparently the NOHA work placement board had never communicated my placement selection with CUAMM in the first place because I had decided to put that placement as my second choice and ‘arranging an opportunity myself” as my first choice. However, the organisation for my first placement never replied and therefore I applied again for the CUAMM position during the second round – this time as my first choice.

Fortunately, CUAMM still had the position available and proposed to do a Skype interview. During the preparation of my interview I became more interested in the organisation. First of all, CUAMM is a public health organisation which is the sector I would like to work in. Second, the organisation does a lot of field work and employs many young people. Third, they prefer to cooperate with national staff and aim to implement long-lasting and sustainable projects at specific hospitals, but also through supervision of local health centres and hospitals. Fourth, they conduct work in the field which is where I would like to end up.

During my interview I explained that I applied for that particular position because I am eager to learn and would like to gain practical knowledge. Therefore, my consideration was that I would learn most from a work placement like project administrator which described tasks related to logistics, planning, accounting, administration, and many others. Furthermore, it would provide me with a great insight in how a humanitarian organisation functions concerning implementing and preparing activities, and project management related to field activities, cost effectiveness, general procedures, among others. In other words, it seemed to be a very broad position that could be incredibly useful for someone who has the ambition to become an emergency field coordinator for a health organisation.

Two weeks had passed after doing the interview when I received the news that I got the work placement with CUAMM. Both me and another student were allowed to choose among ourselves who
was going to Tanzania and who to Sierra Leone. Since I had a preference for Tanzania as explained before, we agreed on her going to Sierra Leone and me to Tanzania.

Before my departure on the 5th of September 2018, I was explained that I would live in a guesthouse with other interns working with CUAMM in Tosamaganga which located approximately 15 kilometres from Iringa. However, I did not know much about the place where I was going to live and decided that I would just go without any expectations. But concerning my work placement I did have some expectations. First, I expected it to be a good opportunity to learn how a humanitarian organisation functions. Second, I expected it to be a broad position that would provide me with many different tasks. Third, I expected it to be close to the field and hoped to join at least some of the field missions. However, I well understood that the latter expectation was not necessarily related to my job description.

During this report the following will be discussed. The next section will describe CUAMM as an organisation, its structure and management. Next the first part of the third section will discuss my daily general tasks and responsibilities and the second part will elaborate about an additional opportunity I was offered. The fourth section will then continue to explain the supervision I received. The fifth section will describe the living conditions. Finally, the sixth section will conclude.
2. **The organisation**

Doctors with Africa (CUAMM) is an Italian humanitarian organisation that has his headquarters situated in Padova. As a public health organisation CUAMM focuses on (i) reproductive, maternal, newborn child and adolescent health care, (ii) nutrition, (iii) infectious diseases, and (iv) non-communicable diseases and traumas in the eight Sub-Saharan countries Tanzania, Central African Republic, Uganda, South Sudan, Ethiopia, Mozambique, Angola, and Sierra Leone. CUAMM’s approach is to implement health and nutrition projects in the field and provide and improve health care directly at local hospitals. In order to achieve her goals, the organisation collaborates closely with other international organisations and local communities when providing (hospital) equipment, medicines, qualified skilled workers, and trainings.

The organisation has a head office in each of the eight African Sub-Saharan countries with a country representative who is responsible for the successful implementation of the missions of CUAMM. In different places in each country sub offices are located near the hospitals where local and expatriate CUAMM doctors are working under the direct supervision of a Medical Coordinator and from where field missions are conducted using often national field officers which are led by a Project Coordinator. In order to ensure the proper monitoring of the budget and its’ consequent expenditures, each project is assigned to an Administrator who works closely with the Accountant to verify his conducts. Both of them are supervised by the Country Administrator who is the end-responsible for the organisation’s administrative and financial well-being on both country and project level. All sub offices report to the head office and on her turn the head office reports to the headquarters in Padova.

- Website: [https://doctorswithafrica.org/](https://doctorswithafrica.org/)

3. **The internship**

Although this section is supposed to describe my general tasks and activities, it is split up in two subsections. Originally I was hired by CUAMM to work as Project Administrator Intern at the Administration Department in Iringa for two UNICEF projects. However, shortly after my arrival my superiors discovered that I have considerable ICT knowledge and told me they had just put a project on hold because their ICT technician had left and it was too expensive to let him come back. Therefore they offered me to continue with this project, but only if it would not hamper the tasks and activities I had arrived for in the first place. The first subsection will elaborate on the general tasks and activities related to my position as Project Administrator Intern. The second subsection will continue with the extra curriculum tasks and activities I have engaged in for the EPD project at the district hospital in Tosamaganga.
3.1 Project Administrator Intern

As discussed above, I was hired as a Project Administrator Intern to work on two projects funded by UNICEF. The first project, *Accelerating Stunting Reduction in Iringa and Njombe Regions (TubadiLISHE)*, was related to stunting and the second project, *Scaling up IMAM in Iringa and Njombe Regions (IMSAM)*, was related to severe and acute malnutrition. However, since December 2018, both projects have merged into one big project allowing me to maintain only one administration and one accounting file while conducting the same activities as before. For the sake of simplicity I will refer to the project(s) as TubadiLISHE.

The most important project activities include visiting health centres for check-ups, meeting with community health workers and their respective supervisors, providing trainings to day-care attendants, engaging in the debate about malnutrition and stunting with regional, district and local authorities to promote improvement, among many other activities. CUAMM has an office in both Iringa and Njombe Town, but Iringa is the administrative centre of Tanzania.

In September I started more or less as a Project Administrator Assistant of the Administrator that was overseeing the project(s) at that time. He learned me about how to double book the expenditures in both an Excel file and the accounting program Lotus, what particular documents for what expenditures should be assembled, how to prepare missions and meetings, how to perform a cash and bank reconciliation, etcetera.

Already soon I became the only Project Administrator of the TubadiLISHE project, but in December 2018 I officially took over from the Administrator due to the start of TubadiLISHE Year 4 (and the merging of the two projects). Since Iringa is the administrative centre of CUAMM, I was also responsible for collecting the monthly administrative documents from Njombe and Dar es Salaam and ordering and checking them before sending them to the accountant for a check. My general tasks and activities for this project are listed and explained below.

1. Administration and accounting tasks: My daily responsibilities were booking the expenditures of the mission into Lotus properly and to ensure that all the relevant documents were sorted and attached into a ‘pezza’ which is a term used for assembled documents that prove that the cost has been spent and usually requires collecting invoices, delivery notes, proforma invoices, receipts, bank transfers, cheques, contracts or any other kind of document. Furthermore, for large expenditures I was supposed to prepare a procurement request, payment voucher or purchase order and attach them to the pezza after signed by the Project Manager. All expenditures and mission costs are inserted in an Excel file and are then booked in an accounting programme called ‘Lotus’. This double accounting is done to ease searching for mistakes and to double check the cash and bank balance. In Lotus the expenditures were booked on a specific budget line indicating the activity it is related to.

At the end of the week my responsibility was to perform a cash reconciliation which means counting the cash in the cash box, comparing the cash amount in my Excel file and on Lotus, and
summing the amount of cash on suspension due to missions that have not been booked yet. After conducting those tasks, I constructed a cash reconciliation showing that the cash count plus the suspensions equals the cash amount from my Excel file and Lotus. In case of any mistake, I had to go through all the expenditures booked that week to find the error which could take considerable time sometimes. At the end of the month I did a similar thing for the bank reconciliation so that the actual bank balance would match the bank book balance.

2. **Track and monitor expenditures**: As an administrator it is very important to keep track of all the expenditures in order to know whether certain activities can (still) be conducted. Therefore a so-called ‘expenditure update’ was constructed on a weekly basis, most often on Monday. By going through all the budget lines of all the activities I was able to create an excel file with the sum of the costs for each activity. Then I would check for over-expenditures and summarize my findings in an e-mail to the Country Administrator and management of the project.

For TubadiLISHE year 4 (starting from December) the expenditures were also monitored by constructing an ‘activity plan’. Based on the planned mission and the fixed costs, I would construct a plan showing the size of the expenditures for each activity the coming month. This also had to be done to calculate the loan amount to be requested from the headquarters of CUAMM in Padova (the project was briefly without funds). At the end of the month the expenditure update and activity plan were compared to see if any over-expenditure had happened and how many funds were left. Moreover, based on this comparison a new activity plan was constructed.

3. **Monitoring the budget**: In order to understand the limit of expenditures for each quarter and, most of all, to what activity expenditures should belong, I was supposed to fully know and understand the budget. Therefore I was presumed to know where to allocate each cost and how to shift costs to other budget lines in case there was a risk of over-expenditure on that specific line. Furthermore, the Accountant in Njombe sometimes asked me for advice on where to book certain costs.

Due to the start of the new project year in December, I also had to construct a so-called ‘geographical budget’ that would show the expenditures allocated to each of the eleven districts. This meant re-calculating the original budget by using the number of villages, wards or CHWs in each district. Based on that information the total ‘investment’ in every district were calculated and then used to report to the local authorities.

4. **Ensure the cash flow**: One of my most important tasks was to monitor the cash flow and to ensure that planned project activities could be conducted. As explained above, an activity plan was created before the start of the new month to understand the expenditures and the total required loan amount. Additionally, it required building a fund request to apply for more funds from UNICEF each quarter. This was done using a calculation based on the budget and the planned activities after which a formal
letter was written to UNICEF in order to acquire the funds.

Sometimes the project funds were late and therefore I was working with loans as well. However, to apply for a loan requires a firm understanding of the expenditures ahead. Therefore I would often construct an expenditure forecast based on the information I received on planned activities and due fixed costs from the Project Manager and Accountant in Njombe. This meant careful planning and strong communication.

5. Preparing trainings and meetings: TubadiLISHE is a project with many field staff and they often go on mission or attend a meeting. The field staff is obliged to prepare a Travel Authorization Form which would clarify the costs such as per diem, fuel, providing a lunch, handing out paper work, among others. This form should be approved and signed by the Project Manager and should then be checked by the administration for whether it has been filed properly. I would ask to change the form if necessary or continue to prepare the mission documents in case I thought there were no mistakes. Documents I would prepare would be a participant list, per diem papers to be signed by the receivers, list with trainers in case of trainings, or incentive and fuel contribution sheets for CHWs and their respective supervisors. After completing those documents, I would check whether there is enough cash on hand and ask a colleague to withdraw extra cash if necessary. Furthermore, I would check with the Administrator if a car was available for the mission and what driver would drive the staff to their destination.

3.2 Informatization of the Tosamaganga District Hospital

From the start I was asked to solve minor technical issues of computers, printers, the WIFI, or phones because they had noticed I have some technical expertise. Therefore the Medical Coordinator offered me a position as Project Leader and Advisor for a project to start installing an Electronic Patient Dossier (EPD) in Tosamaganga hospital. Of course, this position was not supposed to replace the position as Project Administrator Intern, but rather be complementary. Since most of the days I was not too busy, I considered taking on this interesting opportunity would not hamper my duties and responsibilities for the TubadiLISHE project. Therefore I was happy to say ‘yes’ to a project that would also teach me about project management which is the direction I want to go to.

At the Tosamaganga hospital nothing was done with computers, but instead everything was written by hand. This means patient names were written down in a registration book, patient files were handwritten, procurement of medicines was recorded in a handwritten book and so on. The only departments with a computer were the administration department and the more technological demanding departments such as X-ray or laboratory. My job was to create a plan for acquiring computers, printers and UPS systems for specific departments, to communicate with the government team that would provide the GoT-HoMIS software and train the hospital staff, and to discuss my plans with the management of the hospital, the previous ICT expert, the Medical Coordinator and Country Administrator and the headquarters in Padova. In general, I conducted the following tasks:
1. Planning the project: Although an ICT technician had already started with installing computers at the administration department, there was no plan for any further action yet. Therefore my first task was to create a feasible approach on where to start installing computers. After visiting the hospital and obtaining the knowledge that only limited funds were available, I decided with the Medical Coordinator that we would split the informatization up into multiple phases. The first phase would focus on recording the cash and medicine flow of the hospital. Therefore only the cashier, medical records, main pharmacy, sub store and dispensary were decided to be connected to the governmental EPD programme GoT-HoMIS during this phase, because we noticed that many mistakes were made in the books which were later used by the administration for the financial statement or to apply for reimbursements for exempted patients. Then my tasks were to construct a needs assessment and based on that acquire an invoice showing the costs of the equipment for this first phase so that funds could be requested to commence the installation and the training of personnel. Moreover, I was supposed to stay in close contact with the GoT-HoMIS team to discuss any technical issues and to agree on a specific date for the installation and training.

2. Supervising: At first this project did not take too much time because it only included speaking to people, sending some e-mails and discussing the approach and the availability of funds. However when the installation and trainings weeks actually started at the 4th of February I became very busy. The problem with the hospital is that they are not able to organise themselves in an efficient and effective way. Therefore my most important responsibility was to supervise and help organising the project during those two weeks of installation and training. I was directly leading the project by giving instructions to the ICT technicians, administration department, and department heads, and ensuring that equipment and materials needed would arrive. Furthermore, I discussed problems and issues with them and other hospital staff for as far as my Swahili would extend and oversaw the infrastructural changes to the hospital of which I had convinced the management that they would be beneficial for the hospital in the long-run. Moreover, I was the focal point for the GoT-HoMIS team and the ICT and administration department to deal with any problems or requests.

3. Providing advice: My final responsibility was to provide advice when necessary. During the implementation of the first phase this included proposing infrastructural changes and the way hospital staff work in order to improve the level of organisation and efficiency. Although I was there to start the project and supervise the implementation of the first phase, my internship will be finished before CUAMM can commence with the second phase. Therefore my role is to provide them with a plan for the second phase, a needs assessment and an advice report. In order to construct a plan that can be readily implemented, I have asked the GoT-HoMIS team and ICT technician of the hospital to help me construct a needs assessment. Furthermore, I am using their expertise to calculate a budget forecast to provide CUAMM with a preliminary cost estimate for the second phase so they can try to find donors.
4. Supervision

My supervisor was Sara Cavallet. She is the Country Administrator of CUAMM in Tanzania and worked with the organisation for seven years. Before my departure from the Netherlands, she helped me assembling all the documents required for the application of my business visa and later my residence and work permit. Furthermore, she provided me with some information about the accommodation and the work itself. Via the phone I sent her my flight arrival time and flight number so she could send somebody to pick me up from the airport in Dar es Salaam. The day after I travelled to the guesthouse in Tosamaganga which is located near Iringa.

Upon my arrival in Tosamaganga, I met Sara during dinner in the guesthouse. Besides some personal chitchat, she already instructed me on what I would be doing and gave me some information about the projects and their activities. The following Monday I was brought to the office by car. At the office I met the Administrator Gregory Sambagi and Accountant Elia Msigala with who I would work during my internship.

First, I was supposed to read some documents about the project and Lotus. Then Sara left me to Gregory so he could explain the details about the project and give me practical instructions about how to use the accounting program Lotus and the accounting file in Excel, how to book different expenditures in a proper way, what documents should be assembled regarding each expenditure, and how to write a procurement request, purchase order or payment voucher. After a few days I was supposed to do this by myself for the TubadiLISHE project, but Gregory’s desk was right across mine and he never minded to assist me if I was unsure about how to do something. Furthermore, he was very patient in his explanations and never complained about my long list of questions mostly arising from my inquisitive character.

Sara has an extensive knowledge about all the administrative rules and procedures of the organisation and both countries (Tanzania and Italy). Therefore she has been a good supervisor in clarifying how certain procedures work and why certain things cannot be conducted even though it seems really simple. I felt that she was supporting me if necessary and she was patient in explaining even though she was incredibly busy with her own duties. Furthermore, it never felt as if she was my supervisor or boss due to the informal sphere, but rather I felt that I was working together with a very professional team led by someone who knows what she is doing. This includes the professionalism of Gregory and Elia as well who immediately proved to be very skilled employees and always open to assist me in encountering any of my problems.

Throughout my internship I never had personal problems with anyone of the staff. Of course, there were problems with the projects but those were to blame the circumstances rather than my doing. If I have to mention a negative point about my supervision than I would say that Sara was away a lot. However, I do not see this as a major problem because my tasks and responsibilities were clear, she was always available on phone or e-mail, and left me in the capable hands of Gregory and Elia. Sara had to travel a lot for work which was also due to her becoming a Country Manager ‘on the side’ when the
Country Manager left in December and his replacement was postponed. Therefore Sara had to divide her time over Iringa and Dar es Salaam which also she did not like too much. In the end this was not her doing, but rather the incapability of the CUAMM headquarters to put all the work on her shoulders. Thus this was more problematic for her than for me, because I did not need daily supervision since my jobs and responsibilities were clear. So I knew what to do every day and I was left quite free in my conducts.

5. Living conditions
Accommodation is provided by CUAMM in Tosamaganga which is approximately 15 kilometres from Iringa where the office is located. Although this means travelling quite a distance every day, public transport such as ‘piki piki’ (i.e. motorcycle taxi), ‘dala dala’ (i.e. minibus), and taxi are available in front of the hospital 200 meters from the guesthouse. Travelling to Iringa will only take 20 minutes and traffic is not incredibly busy.

Other interns are living in the guesthouse who work for CUAMM at the hospital in Tosamaganga. When I was living there all of them were Italian so it can be useful to understand some Italian although they do speak English well. I had my own room with a bathroom located directly at the garden at the back. It is good to know that mosquito nets are already put over the beds and that they will provide you with clean towels every week.

The ‘dadas’ (i.e. housekeeping) prepare meals three times a day. Since it is an Italian organisation, the dadas have learned how to cook Italian and therefore the food is delicious. At lunch or dinner they often serve pasta, meat, fresh vegetables and fruit (which they grow in the garden themselves) in the general dining room. In this room is also a fridge where you can take water or beers from or put your own stuff in. Furthermore, the dadas clean your room once a week, provide you with clean towels and bed sheets, and you can bring your laundry to them at any time.

Although CUAMM paid for my accommodation, I had to pay for meals, laundry services and drinks myself. A meal costs TZS 6,000 independent of what you eat and whether you are having lunch or dinner (breakfast is free). Laundry including ironing costs TZS 10,000 and drinks resemble local prices. Furthermore, it is good to know that family or friends are allowed to stay at the guesthouse for either the normal tariff of TZS 24,000 or the reduced tariff of TZS 12,000 if permitted.

Living in Tosamaganga was especially great because I had many young people around me of about the same age. Although we would work hard during the weeks, we would go out and do something fun during the weekend. There are a couple of bars in Iringa where everybody is going and soon I already knew most of the people. Furthermore, the magnificent landscape allows for cool hiking trips or you can go to a place to stay for the weekend such as Isimila, Crocodile Camp, Ruaha National Park, or Udzungwa Camping. All those locations are easily reachable through public transportation.

Concerning safety issues I would say that Iringa (and Tosamaganga) is relatively safe. I noticed
people are very friendly and curious most of all. Also during the night I did not feel unsafe. However, Western people are very rich compared to Tanzanians which means that you have to watch your stuff (especially phones and wallets). There are many people who do not earn that much (circa €150 – 250 per month) and therefore the stuff we bring is an incredible sum of money for them. Unfortunately, the other interns and I considered ourselves safer than we actually were with as a consequence that phones, headphones and money were stolen. Also during a festival phones were stolen by just grabbing them out of our hands. Therefore I would recommend to avoid large crowds, watch your stuff, and get a good travel insurance (such as OOM Verzekeringen if you are Dutch). There is no reason to feel unsafe in Iringa, but do not feel as safe as in the Netherlands.

6. Conclusion

During this internship I have learned a lot about how a humanitarian organisation functions. Not only have I gained significant knowledge about the administrative and accounting procedures, but also did I gain experience in project management. I have seen many aspects of the organisation namely how they cope with their problems and difficulties, how they work with national staff, how the organisation depends on local authorities and other organisations like UNICEF, and how important it is to cooperate with local people but also what problems this brings. Overall, I am very happy that I did my work placement with CUAMM because it was truly a great learning experience.

On a personal level, I have grown more confident because I know I like this kind of work and that I do not mind working hard for something I like. Furthermore, I have become more patient. In the Netherlands everything has to happen fast, while the opposite holds for Tanzania. During my work placement I noticed that having patience and being diplomatic can be the key for creating understanding and therefore achieve what you want.

6.1 Expectations

Concerning my expectations, I think all of them have been achieved. With regard to my first expectation, I can safely say that it was a great opportunity to learn about how a humanitarian organisation functions. I have learned a lot concerning the procedures, management, and monitoring of the organisation and its project activities. Second, the position definitely offered many different tasks for me to do, but it became especially broad due to the EPD project I was doing for the hospital in Tosamaganga. Doing administrative work for TubadiLISHE and project management for the EPD project was really complementary and definitely contributed to me learning a lot more than expected. Finally, regarding my last expectation, I joined some field activities and attended a few meetings. Although, I would love to work more in the field, I think the internship was already quite close to the field and working in the district hospital made up for the lack of field activities of TubadiLISHE.
6.2 SWOT analyses

To provide an overview of the strengths, weaknesses, opportunities, and threats of both the work placement and the organisation, I have constructed two SWOT analyses below. To start with the SWOT analysis of the work placement, the strengths and opportunities are that I had many different things to do and that I got the freedom to conduct these activities in my own way. Furthermore, the supervision was very supportive and it felt like I was part of the team rather than working for a boss. It definitely provided the opportunity to learn a lot about a humanitarian organisation and to gain experience about how to deal with sudden or urgent problems related to project management. And of course the living conditions are great in Tanzania as explained in the previous section. However, the weaknesses and threats are that sometimes my position was already quite hectic due to chaos stemming from things going wrong or people not doing what they are supposed to do. Furthermore, if you like to be in the field like me, most of the work is done behind a desk (but then again field work was not part of the job description). Also, my supervisor was away a lot, which was the fault of CUAMM rather than herself, but this resulted in me being bored in the beginning because at the time I did not have a complete full agenda yet and she was not there to tell me what I could do.

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<th>SWOT analysis of the work placement</th>
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<tr>
<td><strong>Strengths</strong></td>
</tr>
<tr>
<td>- Very broad;</td>
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<tr>
<td>- Lots of freedom;</td>
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<tr>
<td>- Very skilled workers / supervision;</td>
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<tr>
<td>- Great living and working conditions.</td>
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<tr>
<td><strong>Opportunities</strong></td>
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<tr>
<td>- Learn a lot about a humanitarian organisation working in the field;</td>
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<tr>
<td>- Experience how to deal with (administrative) project problems</td>
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Concerning the SWOT analysis of the organisation, the strengths and opportunities are that the organisation has a tremendous amount of experience in Sub-Saharan African countries. In Iringa CUAMM is very much accepted and people appreciate the work at the hospital. Furthermore, the organisation is not too big and the employees behave more or less like a family. Therefore I knew everybody, but this also provided a certain openness and trust through which I got offered to do the EPD project. The weaknesses and threats I encountered with CUAMM are that there is miscommunication and disorganisation sometimes. This happens most often when management working at the headquarters in Padova are involved in the demands of the local authorities. Due to this disorganisation there are many positions left vacant. This meant that my supervisor had to be both Country Administrator and
Country Manager at the same time which is almost impossible. Furthermore, much of the communication is in Italian and therefore I noticed they have a preference for Italian speakers.

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<th>SWOT analysis of CUAMM</th>
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<tr>
<td><strong>Strengths</strong></td>
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<tr>
<td>- A ‘family’ organisation, very friendly atmosphere;</td>
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<tr>
<td>- Not too big;</td>
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<td>- Long experience in Africa.</td>
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<tr>
<th><strong>Opportunities</strong></th>
<th><strong>Threats</strong></th>
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<tr>
<td>- Very open organisation offering interesting opportunities to interns (like the EPD project).</td>
<td>- Due to disorganisation many positions are or will soon become vacant;</td>
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6.3 **Comparison to the NOHA master**

Comparing what I have learned during my studies and during my work placement reveals some similarities. During my studies the importance of cooperating with locals has been discussed extensively which is also what Doctors with Africa stands for. Furthermore, I have worked in a dynamic working environment with constant changing conditions and unexpected events occurring which often formed the base of many case studies. Also during the courses psychology and anthropology is was discussed how difficult it can be to work with nationals due to cultural differences which I noticed from my own work. Moreover, as discussed during a guest lecture I noticed how relaxing it is to have some simple self-entertainment and take some time for yourself.

However, the NOHA master programme is very theoretical by focusing on the academic side of humanitarian action. Furthermore, during all the courses it became very apparent that many questions are extremely contextual. Therefore it is hard to find an answer if you are not in the situation yourself or have no experience with such a situation. For me the work placement has solved this gap and was complementary to the theoretical part of the master programme.

6.4 **Job market position**

Regarding my job position I would say that I feel more comfortable after doing this work placement. I now know what I am capable of doing, what I like to do, and how it is to work for a humanitarian organisation. Before the start of my internship I already knew that I want to become a field coordinator for an emergency team. However, that requires gaining practical experience somewhere and this internship has convinced me that I would like to gain this experience while working for a humanitarian organisation active in the health sector. Those organisations are close to the field, have very emergent problems, and the team is divers since they are consisting of administrators, project managers, and
doctors. This requires listening, speaking, and making amendments which is what I love to do.

Because I very much liked my time with CUAMM, I would like to work for them. I have already acknowledged to my supervisor that I would be open for a conversation in case they have a vacancy for me. However, I will also write the human resource department to tell them the same. In the end CUAMM is an organisation that very much fits what I would like to do and I think I can learn a lot from working for them.