

BACKGROUND: In January 2017, OCBA was awarded funds from the MSF Transformational Investment Capacity to develop Tembo, a new learning and development (L&D) environment aiming to provide L&D opportunities to all MSF staff. By the end of 2020 Tembo included over 200 online courses, one community of practice, and learning resources, with all five MSF Operational Centres (OCs) using the platform.

EVALUATION PURPOSE: The evaluation was commissioned by the Tembo Steering Committee to draw lessons learned from the implementation of the first phase of Tembo (2017-2020) in order to inform the development and implementation of the next phase (2020-2023). The aim of the next phase is to reach more MSF staff and offer new features.

SCOPE: The evaluation covered the first phase of Tembo (January 2017 to December 2020) and considered all Tembo activities.

METHODOLOGY: The evaluation team collated, compared and analysed the information and data collected to produce the findings for this evaluation report. Care was taken to ensure that findings were triangulated and supported by multiple sources using appropriate qualitative and quantitative analytical techniques.



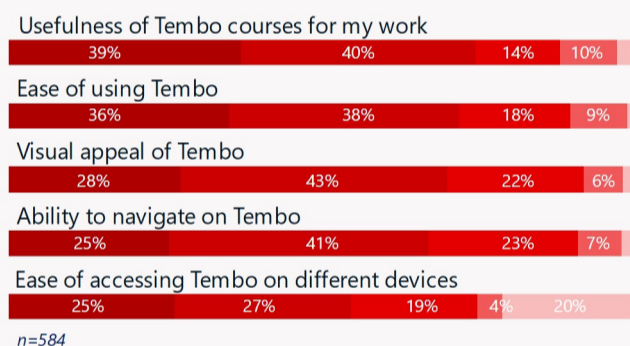
HOW END-USERS EXPERIENCE TEMBO



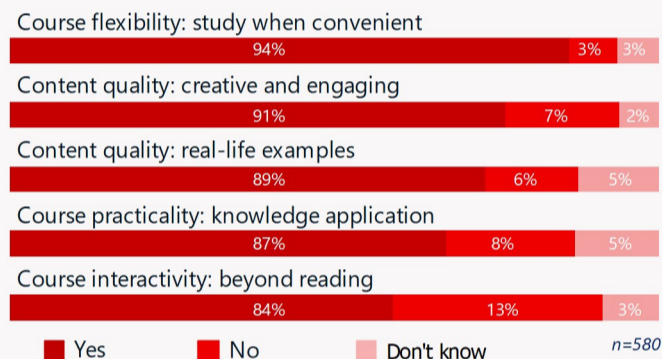
(survey highlights)

71% of respondents were the **field staff** compared to 26% OC HQ/ Partner sections staff, and 3% staff between missions *n=793*

42% of respondents were the **medical staff** compared to 20% staff in logistics, 13% in HR, 5% in communications & fundraising, and 5% in coordination *n=793*



Among respondents who used Tembo:



I used something I learnt on Tembo in my work for MSF



MAIN FINDINGS

Tembo achieved success in creating a **functional learning platform** appreciated and used **across the MSF movement**. It has been less successful in its objectives to support MSF staff's career development.

Tembo has **prioritised field staff** and successfully reached them but it has been challenging to fully meet their needs.

In terms of **governance**, Tembo benefited from high-level support within OCBA but its Steering Committee role in oversight and decision-making lacked clarity.

Tembo **management** faced challenges due to changing scope, structures, roles and responsibilities and its ability to monitor progress consistently.

Collaboration with other OCs and with other teams within OCBA improved over time and will be crucial for the next phase of Tembo.

Despite efforts to **communicate with end-users and partners**, there was uncertainty as to what Tembo was, which improved over time as MSF staff took courses on Tembo.

The **IT set-up** was appropriate, but its management was hindered by lack of clarity over responsibilities. The IT solution to bring Tembo to the field faced many difficulties.



RECOMMENDATIONS

Address issues around learning needs, usability, navigation, interactivity, support for end users, learning recognition, career development, course ownership, and maintenance of course content in the Tembo platform.

Focus on the MSF field worker, ensure access, and take on board the feedback and inputs from staff on their learning needs, on their experience with existing Tembo courses and resources, and on new developments and features.

Clarify the role of the Steering Committee(s), oversight function and decision-making role.

Establish baselines and targets for KPIs to monitor and discuss performance and make timely adaptations, ensure clear roles and responsibilities within Tembo team.

Integrate and support the approaches and strategies of the OCs in learning, HR and IT while implementing the next phase of Tembo, and have OCs recognize the learning done through Tembo.

Explain the benefits of Tembo for end-users, the OCs and partner sections, by improving the channels and languages of communications in addition to supporting better ongoing contact with end-users.

Clarify roles and responsibilities, align and improve IT-related processes such as IT change management and support, improve engagement with the system provider, stabilise the local servers, and more widely consult across MSF.