



2024 TEMBO



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ANNUAL REPORT



tembo

TEMBO

Tembo is a learner-centered space that provides efficient digital learning and development opportunities adapted for all MSF staff, to better contribute to MSF operations and MSF social mission.

1,000+

courses and resources available.

Available in

4

languages: English, French, Spanish, Arabic.



Accessible through web browsers and app (Android and Apple)



Visit MSF Tembo [//tembo.msf.org](https://tembo.msf.org)



“Tembo has been integrated as a work habit.”

Camille Dormétus

Learning and Development Manager
Médecins sans Frontières - Haïti



[Read the article](#)



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HIGHLIGHTS IN 2024

Increasing number of users and growth in locally hired staff participation in 2024 —

In 2024, over 45,000 individuals worldwide, including MSF staff and implementing partners, engaged with Tembo to enhance their skills, 9% more than in 2023. In total, 65% of Tembo users are based in MSF field locations, playing a key role in enhancing learning accessibility to staff on the ground.

Services offered to the whole Movement through inclusion in MSF Collective Investment —

In 2024, Tembo became one of the very few transversal projects that are part of MSF Collective Investment*, establishing it as a shared resource that benefits the entire Movement while also ensuring its sustainability. While this shift impacts Tembo's financial model, the most significant change is that all MSF entities can now access Tembo's services to support the creation and distribution of educational content throughout the Movement.

New governance model implemented —

The governance structure has been completely redesigned to better support Tembo's long-term strategy. We supported the Tembo Board in finalising the Tembo governance model and initiated the transition towards its adoption. It has been gradually implemented, enhancing stakeholder inclusion and representation.

Review, validation and progress on the key projects under the TIC framework —

We reviewed the scope and deliverables of the key projects under the TIC framework, set to be finalised in December 2025. They have been adjusted and validated in accordance with the newly established governance model, ensuring coherence and strategic alignment with the organisation and the partners, as well as with the evolution of the programme.

*This shift was realised through the IPPC. The International Projects Portfolio Committee's purpose is to increase MSF's organisational project portfolio management maturity, which contributes to prioritising projects that deliver the most value for MSF.

Field Accessibility: Support field staff in locations with limited connectivity to access learning opportunities in Tembo, by providing solutions through a portfolio of technologies and associated services.

User Experience & User Interface (UX UI): Enhance the platform's design to be more inclusive by offering clearer navigation paths and instructions, improving user engagement through feedback, and integrating UX best practices into Tembo.

Tembo Analytics: Enhance access to Tembo data and empower stakeholders and the Tembo team to make well-informed, data-driven decisions.

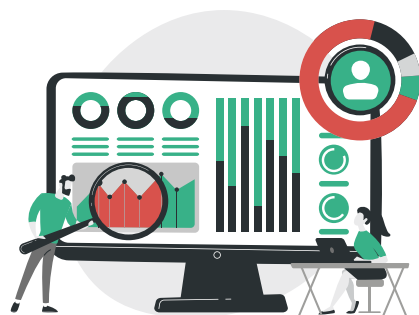
LMS Maximisation: Leverage and use existing features and functionalities available in our current solution to maximise its potential, ensuring improved efficiency, enhanced user experience, and better alignment with organisational goals.

Social Learning and Community of Practice (CoP) Study: Determine whether Tembo should keep supporting L&D ecosystems and key stakeholders in terms of social learning through CoPs across MSF, and how.

Learning Content Management Strategy & Content Management System: Ensure that MSF's learning content is organised, searchable and accessible, ultimately supporting the organisation's broader goals of efficiency and impact.

Creation and diffusion of a comprehensive service catalogue —

A Tembo catalogue of services has been created, published and shared with partners. It outlines all the services currently available for the entire Movement. This initial version of the catalogue serves as a foundation and will be revisited the second half of 2025, to ensure continuous alignment with the organisational needs and the evolution of the programme.



[Check our
catalogue
of services](#)

Partnership development —



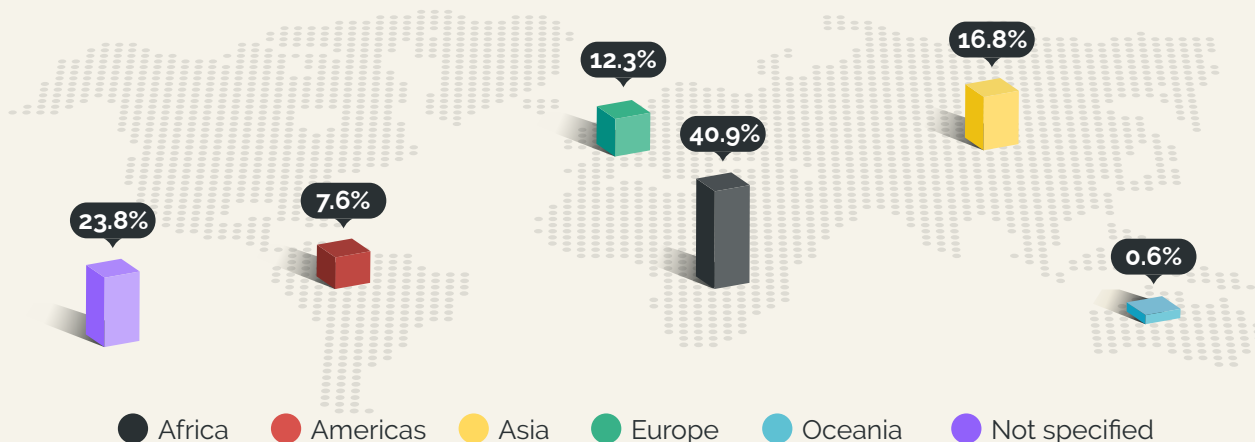
Starting in 2024, all MSF entities gained access to Tembo services as it transitioned to Collective Investment. This opened opportunities to create new strategic partnerships, such as with the MSF Academy and TICs projects, which we began to explore. These efforts have strengthened mutualisation within the Movement and will continue into 2025, while we also maintain and strengthen our existing collaborations.



2024 IN NUMBERS

More than 45,000 people worldwide—including MSF staff and implementing partners—used Tembo to develop their skills and support their professional growth, marking a 9% increase compared to 2023.

Active users* around the world



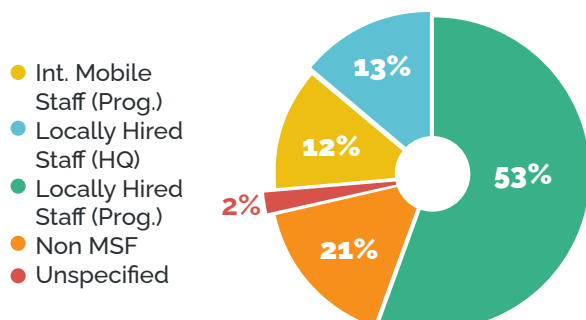
Top 5 Countries by active users

Nigeria (8,313)
Yemen (1,939)
DRC (1,728)
South Sudan (1,397)
Mali (1,315)

Users category

OC Amsterdam	16%
OC Barcelona	15%
OC Brussels	18%
OC Geneva	12%
OC Paris	13%
OC WaCa	1%
MSF International	9%
Other	17%

Users segmentation

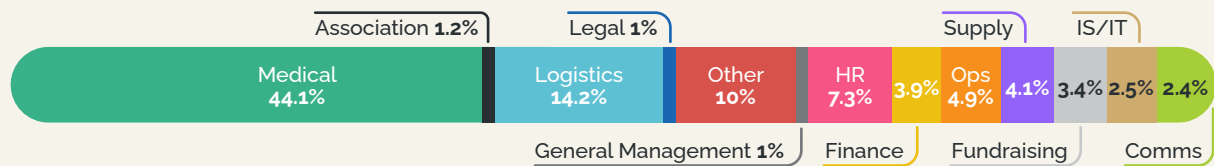


65% of users are field staff (53% locally hired and 12% international mobile staff).

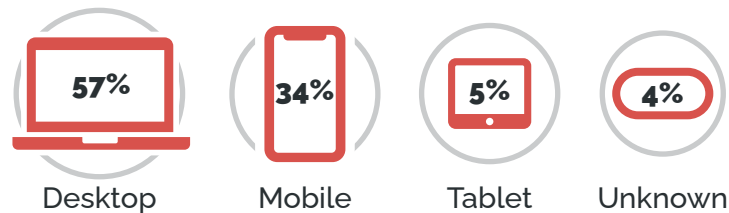
In 2024, local staff engagement in project locations expanded significantly, with the number of new accounts of **Locally Hired Staff (LHS)** in the field increasing by **20.7%**. At **Headquarters (HQ)**, LHS users also grew by **15.3%**.

*Active users: users connecting at least once in the year

Users per job family —



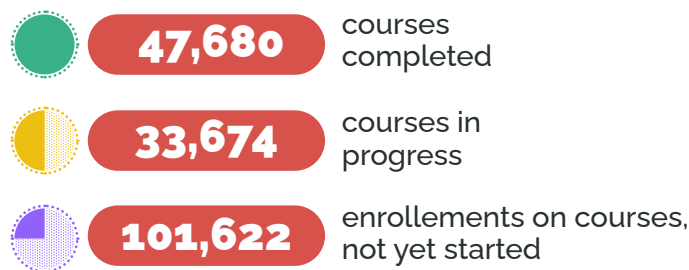
Devices used to access Tembo* —



*Does not include connection to the mobile application.

User engagement —

Nearly half of the users (44%) actively engaged with educational content in 2024, which suggests a strong level of interest and potential value of the content. While 26% of participants completed the courses, there is room for improvement in understanding how we could encourage and support users in their learning progress. Additionally, the 55% drop-off rate presents an opportunity to enhance initial engagement.



Top 5 courses completing countries

Nigeria (3,936)
Yemen (3,916)
Chad (2,461)
South Sudan (2,118)
DRC (1,947)

Users selecting "In Between Missions" in their Tembo profiles are also completing a significant number of courses, making them one of the most active groups, just behind those in DRC.

Top 5 courses completed* —



[Prévention des Abus](#) in English and French - OCP

[Anti-Corruption](#) - OCB

[Adaptive People Management](#) - MSF Germany

[Les Fondamentaux de la Qualité de Soins](#) - OCB

[Prérequis en epidemiologie](#) in English and French – OCP (now closed)

*Except Tembo starting course, Welcome to MSF and Data Protection courses.

Courses creation and updates in 2024

New courses

155

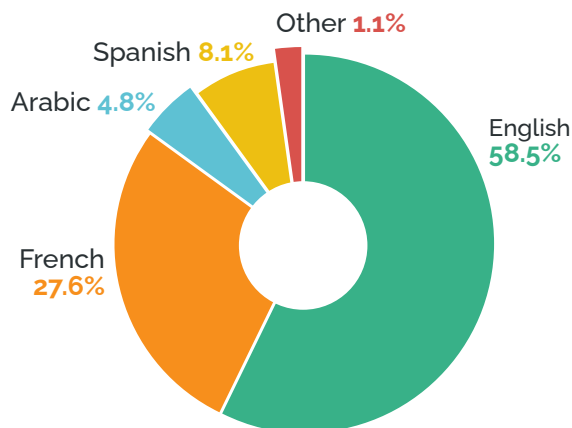
76

Course updates

Programme: OCA published one new program, while MSF Academy updated three. (A programme in Tembo is a set of courses.)

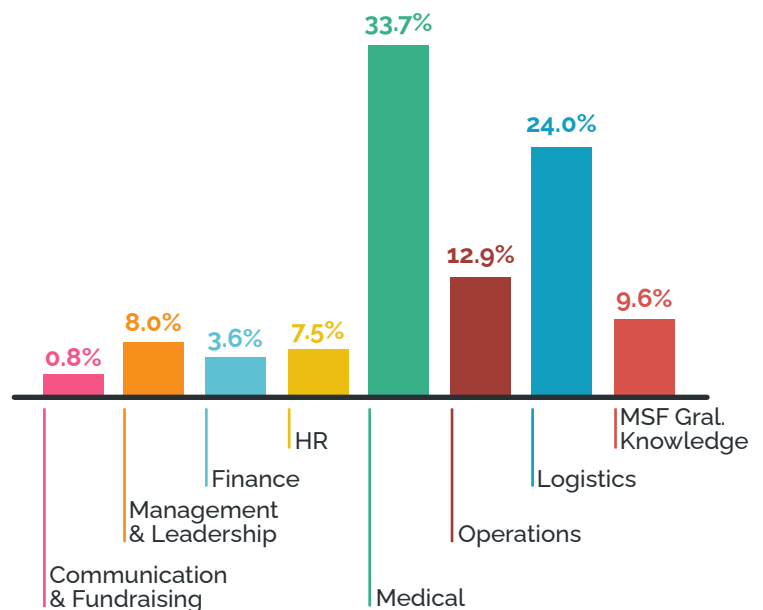
Current offer: 1,006 courses

Courses by language*



*One course can be in various languages.

Courses by knowledge area*



*One course can have one or more knowledge area.

Course providers*

OCBA

41.5%

OCA

13%

IO

1.9%

OCG

15.8%

OCP

7.8%

Tembo

1.4%

OCB

13.9%

MSF Academy

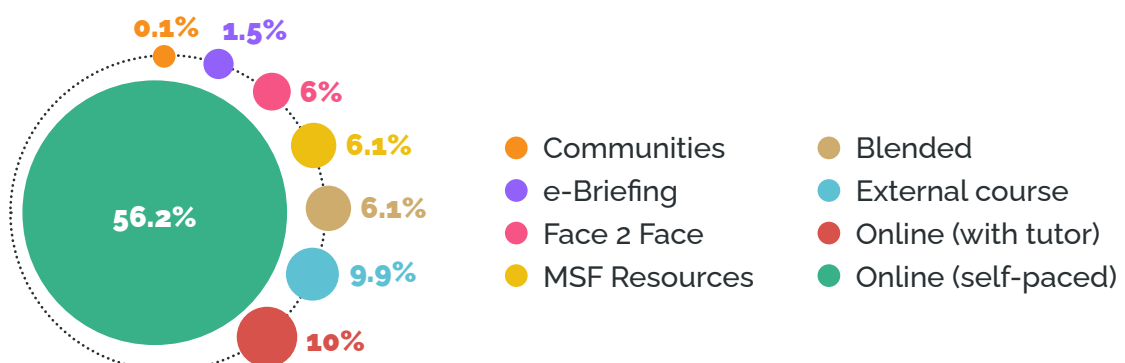
3.1%

Other

1.2%

*A course may be associated with multiple providers.

Modality





SERVICES

Tembo offers a broad range of services to any entity in the Movement, dedicated to supporting the creation and dissemination of unique digital learning opportunities tailored to the MSF context, staff and implementing partners. It also offers support to platform end-users and partners, while maintaining Tembo's solution infrastructure to ensure stable and reliable delivery.

In 2024, the expanded access to Tembo services for the entire Movement marked a significant shift, enabling all MSF entities to benefit from our support and creating new opportunities for collaboration.



[Check our catalogue of services](#)

Digital learning services

(Standard services: available to any MSF entity and funded by MSF Collective Investment.)

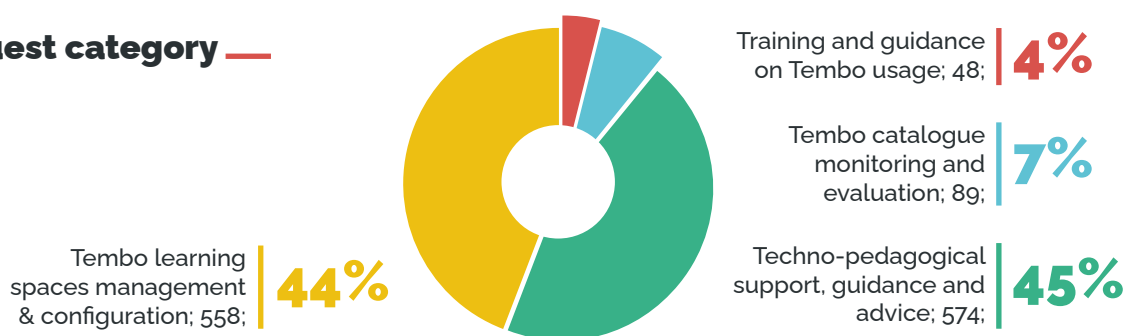
Partners from MSF operational centres (OCs) and other entities such as Partner Sections (PS), the International Office, TICs projects widely utilised Tembo's digital learning services, submitting 1,269 requests for these services in 2024.

The set of services for technical and pedagogical support, guidance and advice were the most requested in 2024, accounting for more than 40% of all received requests. It includes advice on educational technology solutions, digital strategies and learning trends. It also covers assistance in the use of Tembo, sharing good practices and most appropriate use according to the needs, maintenance support for user-reported issues, and on-demand monitoring of published learning spaces to identify potential improvements and updates.



1,269 Requests

Request category —



Technical and pedagogical support:

Guidance on educational technology, digital strategies and learning trends, along with dedicated support throughout the publication process. Continuous monitoring of live learning spaces to identify improvements and reliable maintenance support for reported issues.

Training and guidance on Tembo usage for content creators and trainers:

Personalised introduction to Tembo, one-on-one guidance on its usage, key functionalities, support processes and additional tools like Power BI.

Tembo learning space management & configuration:

Set-up and optimisation of Tembo spaces for digital learning content, with custom graphic resources such as logos, banners and badges. Technical testing conducted to prevent and resolve issues, and ongoing assistance is provided for content updates.

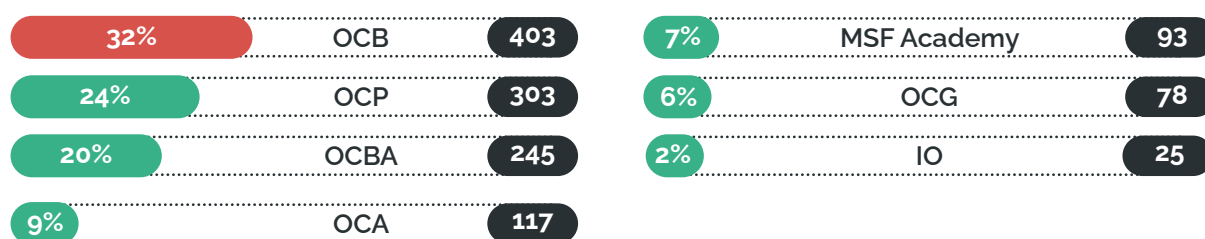
Audit and reports:

On-demand audits, guidance and advice on content optimisation, along with support for resource mutualisation and enhancing efficiency across partners.

User/learner support materials and onboarding sessions:

Creation of support and promotional material for users. On-demand organisation and facilitation of sessions to introduce Tembo to end users.

Requests by partners —



It is worth noting that requests for course updates and audits increased in 2024, reflecting a strong commitment across the entire Movement to standardise educational content available on Tembo, and adapt it as needed, thereby contributing to ensuring the proper functioning of the courses. We also observed an effort towards mutualisation of educational content between OCs, optimising the use of existing materials.

Internally, a new tracking system aligned with the updated Tembo Service Catalogue was developed, tested and improved throughout 2024 to ensure better visibility and tracking of the requests data in the future.

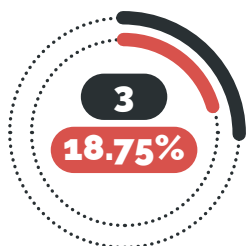
— Production services

(Add-on services available to any MSF entity on a pay-per-service basis)

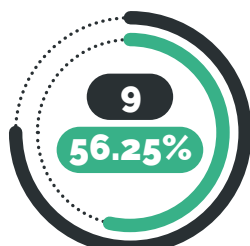
In 2024, a total of 14 production projects were completed supporting partners within MSF, encompassing a wide range of activities, such as the development of videos, audio files, animations, SCORM* packages, and other interactive content.



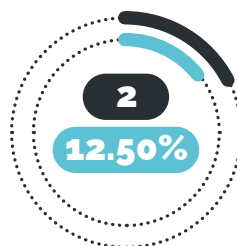
14 Projects



**OC
Learning Units**



**Independent projects
/ Department**



**TIC /
Intersectional projects**

We also developed a set of best practices to effectively support stakeholders in content development, focusing on how to produce courses that are easily updatable and translatable, thereby increasing efficiency and saving time in the future. Additionally, we created essential guidelines for developing mobile-friendly courses and showcased these best practices to our partners in various webinars.

One challenge faced was the high variability of the demand among partners over time, which led to an uneven distribution of workload throughout the year and resulted in periods with a high level of activity followed by slower periods, making it difficult to maintain a consistent workflow.

Zoom on two production projects —



Information Security Fundamentals Course

OCBA's Information Security Department led this crucial project for training OCBA staff in computer and data security and requested Tembo's production services. The course included over 35 videos, four SCORM packages, audio files, animations and other interactive contents.



MSF East Africa Association introductory training course

The MSF Eastern Africa Association is leading this initiative and requested the support of Tembo's production services for seven SCORM packages, along with videos, audio files and animations.

At the end of 2024, a satisfaction survey to evaluate and monitor the quality of the production's projects was established, with the aim of regularly reviewing and further improving our processes.

*A standard format that ensures all elements of a course (texts, videos, exercises) are clear, functional, and consistent across a digital platform allowing tracking of learner progress and completion.

Translation services

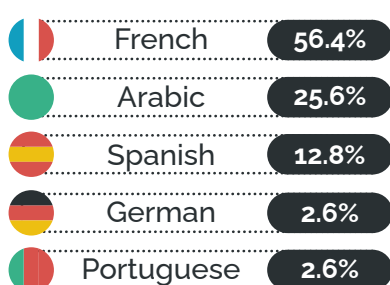
(Add-on services available to any MSF entity on a pay-per-service basis)

In 2024, a total of 39 translation projects were completed, with a significant focus on French and Arabic translations. These projects encompass translation as well as adapting learning material, being mindful of MSF contexts and terminologies, and sensitive to cultural and linguistic specificities.

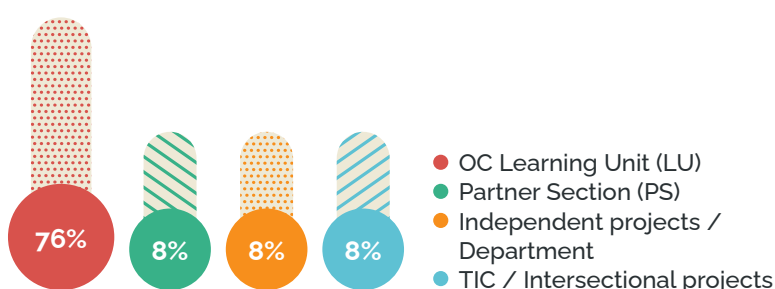


39 Projects

Projects per language



Projects per partner



We implemented the linguistic recommendations from MSF communication departments (MSF style guides from the International Office and OCBA for Spanish) to ensure consistency in the quality, content and standard of translations. Webinars highlighting the nuances of Arabic translations were also conducted to raise awareness about the language's unique characteristics, per request of various partners.



Translation of OPD care programme from English to French:

The MSF Academy offers a comprehensive clinical training programme for field staff providing thorough and practical training to enhance clinical skills. We translated 193,686 words of content across 62 SCORM packages, clinical simulations, a card video game, videos and audios, supporting MSF Academy in reaching a broader audience.



Translation of Activity Independence Measure-Trauma (AIM-T) course from English to Arabic:

MSF Luxembourg needed a course on traumatology (developed in collaboration with Handicap International and Karolinska Institute) to be translated into Arabic, which we supported, working on the translation and adaptation of 22 SCORM packages, anonymised real patient videos, animations and audios.

At the end of 2024, a satisfaction survey to evaluate and monitor the quality of the translation's projects was established, with the aim of regularly reviewing and further improving our processes.

— Reporting

(Standard services: available to any MSF entity and funded by MSF Collective Investment.)

A total of 61 reporting requests were made, 9 of which were identified as issues and resolved, while the remaining requests were addressed to support the partners. We can classify in 3 categories these requests for:

- Aggregated data and general statistics for annual reports, governance meetings and decision-making, usually requested by head of department or similar positions.
- Demographic data, completion data of users from a specific OC or entity in one or more specific locations, to have an overview of staff completion with required training standards (e.g. data protection), usually requested by L&D and HR managers.
- Completion data about one or more specific courses or programmes, usually requested by course coordinators.

It is worth noting that the reporting system used in 2024 will be enhanced by the ongoing Tembo Analytics project, to be completed in 2025.



61 Requests

— IT Operations and Helpdesk services

(Standard services: available to any MSF entity and funded by MSF Collective Investment.)

IT services are a combination of service and operations management activities, providing day-to-day support to platform end-users and partners, while maintaining Tembo solution infrastructure to ensure stable and reliable delivery.



Operations services —

Various maintenance activities have been completed in 2024 such as regular system updates, patches and data backups to ensure the system's operability, enabling the proactive identification of potential system issues. Our external providers and MSF IT partners assisted us all the way in managing complex technical issues and securely hosting our data. These activities are essential to ensure continuous service availability, while enhancing system reliability, security and risk mitigation.

At the end of 2024, the preparation for two coming upgrades was also carried out, scheduled for completion in early 2025:

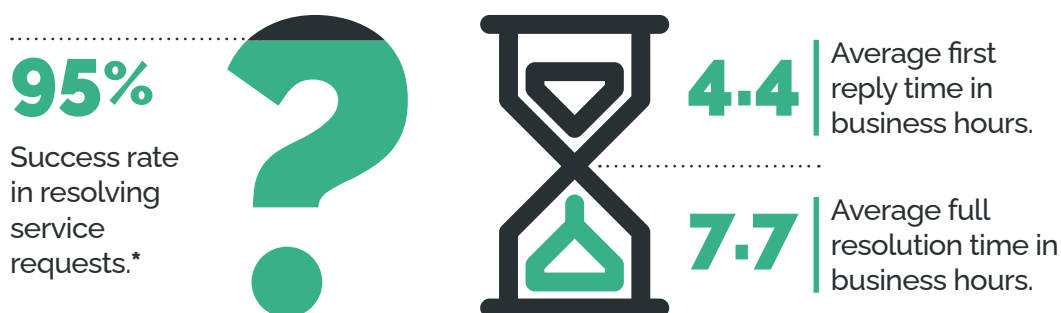
The core upgrade from Totara TXP version 17 to the latest Totara version 18, ensuring the use of the most up-to-date, secure and efficient version of the software, enabling us to offer the best experience possible to the users. It will be completed in January 2025.

The update of the Tembo mobile application (both Android and iOS versions). It will bring user interface, notifications and security improvements and will be completed in the first half of 2025.

Helpdesk services —

(Standard services: available to any MSF entity and funded by MSF Collective Investment.)

In 2024, a total of 4,264 tickets were generated by users, including both learners and back-end users, marking a slight decrease from 4,736 in 2023. Almost all (99.8%) of these requests have been successfully closed or resolved.



Top 5 ticket topics

1. User unable to register
2. User unable to complete a course
3. Enrolment request
4. User unable to find/enrol on a course
5. User unable to obtain a badge/certificate

To help users access learning in Tembo more effectively, we will focus on working on mitigation measures in collaboration with the learning team and partners in 2025.

Other key achievements —

Improved email communication for better engagement and feedback

With the objective of enhancing the look and feel of Tembo's email communications and improving engagement and utilisation through user behaviour analysis, we implemented a communication platform for reaching MSF staff and external users (SendGrid).

Implementation of improvements in Tembo programme features (set of courses)

We have implemented new features for programmes (sets of courses) in Tembo, making them easier to manage and improving the overall user experience. These changes also include the ability to award badges and certificates upon completion and the automatization of processes such as enrolments and completions, ultimately reducing administrative tasks for content owners.

*95% of the first responses were completed within SLA time.

Language review of the site (excluding course content)

We revised and adapted the Tembo platform's texts (excluding course content) to ensure harmonisation of the different languages to support users' navigation on the site. We also integrated MSF linguistic guidelines from the International and OCBA (for Spanish) offices across all four operating languages: Arabic, French, English and Spanish.

**Next steps**

In the coming period, we will keep on providing these services within the MSF Movement, and keep on expanding their use to new partners. Internally, we will enhance the efficiency of processes and optimise resource allocation to maximise our effectiveness and ensure a higher quality of service and support for users and stakeholders.

We will actively monitor and adjust to technological evolutions to better support MSF's learning community in achieving their strategic objectives. In the second half of 2025, we will review and refine our service offerings to align with the evolving needs of our partners and digital evolutions, ensuring that the services continue to support MSF's movement learning goals.



Mali / Tembo



PROJECTS

We reviewed the scope and deliverables of 6 key projects under the TIC framework, scheduled for completion in December 2025.

After thorough adjustments and planning, we made significant progress, ensuring that the projects remain on track for timely completion.

Projects

- Field Accessibility
- Tembo User Experience & User Interface
- LMS Maximisation
- Tembo Analytics
- Social Learning and Community of Practice Study
- Learning Content Management Strategy

Field Accessibility



Photographer / Victor Caringal



Objective

Support field staff in limited-connectivity locations to access learning opportunities in Tembo by providing solutions through a technology portfolio and the associated services.



Key Achievements

We started developing the Connectivity Map, a database assessing the connectivity context across all MSF locations. In collaboration with MSF operational centres and field ICT (Information and Communication Technology) teams, we gathered essential connectivity data, which can be shared and used actively across the entire MSF Movement.

We conducted research into technical solutions and have identified and tested internally several options well-suited to MSF's specific needs:

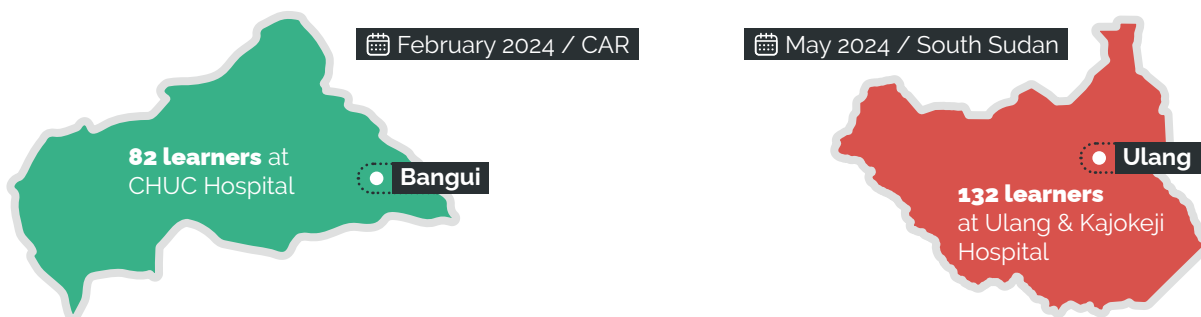


Beekee provides offline access to digital learning and can be fully integrated into the Tembo platform. It allows learners to access Tembo resources when they have no online connection and then synchronise their progress and data when a connection is re-established.

Edugatebox (Appliansys) is a device used to optimise web access using caching, which consists of storing and serving frequently accessed internet content locally. This reduces significantly the bandwidth load (maximum amount of data that can be transmitted through the internet connection) and therefore allows smoother access to Tembo.



We successfully completed two Beekee pilots in collaboration with MSF Academy. We identified areas for improvement to better align the solution with the MSF context and started working closely with the Beekee team focusing on enhancements and continuous improvements.



To ensure the optimization of the content delivered through Beekee solutions for learners, we started developing a content guide kit, including tailored learning content solutions for various connectivity scenarios.

We initiated a research to enhance our current mobile application to improve learners' accessibility in limited-connectivity areas and to support offline learning in environments with low or no internet access.

One of the major challenges we faced in this project was the planning of pilots in the field due to the volatile contexts where MSF operates.



Next steps

In 2025, we will complete the remaining pilots, finalize the content guide and evaluate the suitability of the tested technologies and related services. We will then explore the potential of offering the Field Accessibility services portfolio across the entire MSF Movement, ensuring sustainable learning access within MSF operations in the most remote areas.

We will complete the connectivity database and define connectivity tiers based on specific conditions. We will also define potential evolution scenarios of the Tembo mobile app to support future decision-making.

“It is going to motivate everyone to access Tembo and complete courses.”

Brice Felix Zabo

MSF Academy Clinical Mentor



[Watch the full video](#)

— Tembo User Experience & User Interface (UX UI)



Objective

Enhance the platform's design to be more inclusive by offering clearer navigation paths and instructions, improving user engagement through feedback, and integrating UX best practices into Tembo.



Key Achievements

We initiated the UX/UI project by compiling and analysing user feedback collected on the Tembo platform between 2020 and 2024. Though the survey provided valuable insights, some limitations assured us of the need for further work using a proper UX/UI methodology.

We then defined the expected outcomes as followed:

- Identification of the main areas that require improvement.
- Definition of user personas: profiles outlining target users, their motivations and behaviours.
- Wireframes design representations of key screens or workflows.
- Recommendations to enhance inclusivity and usability.
- Definition of user journey maps: visual representations of user interactions, identifying pain points and opportunities.
- Prioritisation of improvement based on impact and feasibility.



Next steps

In early 2025, we will conduct a series of interviews with a selected sample of Tembo users to gain deeper insights into their needs. We will also propose a broader, voluntary survey for all Tembo users. Based on the results, we will identify key areas for enhancing platform usability and user experience and formulate actionable recommendations for implementation.



LMS Maximisation



Photographer / Ro Yassin Abdumonab



Objective

Leverage and use existing features and functionalities available in our current solution to maximise its potential, ensuring improved efficiency, enhanced user experience, and better alignment with organisational goals.



Key Achievements

In 2024, a major effort was made to map and support defining the stakeholders' needs regarding user and content management to then design a system architecture* that meets their requirements and reflects the structure of the Movement as well. We have initiated a collaborative exercise with our partners to define the future architecture model of the Tembo platform and have developed various possible options.



Next steps

In 2025, we will test the selected architecture model, evaluate the suitability of the new configuration and explore the related functionalities. The results of these tests will guide the implementation process and ensure a smooth transition to the new system.

Additionally, a new change control process will be defined and implemented for any future changes to the platform, ensuring that modifications are controlled, well-documented, and accompanied by assessed risks. This process will provide a clear framework and streamline decision-making by evaluating the impact, feasibility and resource requirements of each change before a decision is made on its implementation.



Democratic Republic of the Congo / Tembo

*The architecture of a Learning Management System (LMS) defines how the different components interact to support the processes of delivering, tracking and managing the online learning, ensuring that the learning process is seamless and efficient. It includes both the front-end user interface and the back-end system infrastructure.

— Tembo Analytics



Photographer / Cici Riesmasari



Objective

Enhance access to Tembo data and empower stakeholders and the Tembo team to make well-informed, data-driven decisions.



Key Achievements

Data insights are essential to support decision-making, understand learners' behaviour, adapt educational content, and more. A top priority for 2024 was to expand and adapt our dataset and reporting capabilities to best support partners, while also improving the tracking of our own activities.

We initiated the Tembo Analytics project by reviewing the data requirements of various learning partners. Based on this, we researched the best options to support our partners: external tools for potential integration with Tembo, as well as adjustments and enhancements to our current reporting system. In parallel and following the same approach, we developed dashboards for internal use. An initial set of reports will be delivered in the first half of 2025.



Next steps

Before releasing the developed dashboards, we will create a centralised access point, giving users access to relevant reports and data based on their needs, along with guides and training to support its adoption.

We will then embark on the next phase, exploring and assessing solutions to address unmet reporting needs, with the goal of enhancing our ability to support partners effectively in reporting.



Nigeria / Tembo

Social Learning and Community of Practice Study



Objective

Determine whether Tembo should keep supporting L&D ecosystems and key stakeholders in terms of social learning through CoPs across MSF, and how.



Key Achievements

While Tembo has supported Communities of Practice (CoPs) in prior years, this service was placed on hold in 2024 to evaluate and redefine its role in the evolving landscape of social learning within MSF.

At the end of 2024, we initiated this project by mapping the existing social learning initiatives within MSF, identifying key stakeholders for interviews and gathering valuable insights on the topic. In parallel, we initiated a mapping and comparative analysis of the technical aspects of the various platforms hosting CoPs in MSF. Through this work, we compiled comprehensive data, allowing us to then assess the current state of CoPs across the Movement from both a functional and technical perspective.

One of the challenges we faced in mapping the social learning and CoP initiative within the Movement is the absence of a shared intersectional definition and framework.



Next steps

In the next period, we will analyse the collected data, determine the results, and assess how effectively Tembo could support social learning within the Movement. Based on the findings, we will propose various scenarii for Tembo's contribution to social learning and CoPs to assist in deciding on the service's continuity and modality.



— Learning Content Management Strategy (LCMS) and Content Management System (CMS)



Photographer / *Juliette Muller*



Objective

Ensure that MSF's learning content is organized, searchable, and accessible, ultimately supporting the organization's broader goals of efficiency and impact.



Key Achievements

The strategy aims to create a framework for sharing and mutualising the different learning resources and solutions created in MSF by different bodies (mainly OCs), which would enhance learning outcomes and promote greater efficiency in knowledge management.

It is worth noting that Tembo acts as a support and facilitator for this project, while accountability lies with the ITL platform*. We initiated a collective process with our partners to collect information and interview key MSF learning stakeholders to define the future direction for learning content management in the Movement. A comprehensive vision has been established by the ITL, outlining strategic objectives, and key working principles.



Next steps

In the upcoming period, a clear roadmap and deliverables around the following key in-scope areas should be defined: design of a shared document model (taxonomy, tagging and naming system), learning content management system and learning content management processes and tools.

Together with ITL, we aim to complete the design of the document model, alongside the specifications and requirements for the technical solution. We will also initiate the first steps of the learning content management processes and tools. The Content Management System (CMS) project should be the next step in this process.



Ethiopia / Tembo

*ITL: International Learning & Training Platform.



LESSONS LEARNED

Stability and clarity in governance

A clear definition of roles and responsibilities is key to ensure well-functioning governance and agile decision-making. We will closely monitor and adapt the governance in the next period to ensure closer collaboration with partners and a better representation of the Movement's needs.

Increase awareness of Tembo services

In 2024, Tembo transitioned to being a Collective Investment initiative, meaning the entire Movement can access and benefit from its services. While we have shared information about our services, further efforts are needed to increase awareness and ensure all entities of the Movement are fully informed about Tembo services.

Develop stronger engagement with learning community across MSF

To fully complete our transition to a Collective Investment initiative and effectively support digital learning within the whole MSF movement, we must cultivate and sustain broad partnerships with all learning contributors across the organisation.



Lebanon / Tembo



PRIORITIES FOR 2025

Complete Tembo key projects under the TIC framework

As the Tembo TIC is set to conclude in December 2025, our focus will be on successfully closing the six ongoing projects linked to the TIC Business Case by that date. For projects that might transition to a service, we will develop a clear transition plan with recommendations to support a smooth integration into regular operations.

Define strategy 2026-2031

The strategy 2026-2031 will outline the long-term vision and strategical objectives for Tembo. It will be developed collaboratively with key stakeholders to ensure alignment with broader learning and development organisational goals, and evolving digital trends and tools. There will be a particular emphasis on defining specific, measurable objectives and projects for the years to come.

Our offering of services will be adapted to meet the evolving needs of MSF, technological advancements and emerging learning trends, ensuring long-term impact and efficiency.

Improve quality of our services and accountability

To improve quality and accountability, we will focus on enhancing our processes and ensuring better tracking of requests for more efficient responses. In parallel, a revision of the cost recovery system used by add-on services will be carried out, to assess its sustainability.

We have also acknowledged the necessity of establishing an internal Monitoring, Evaluation, Accountability and Learning (MEAL) system to ensure robust monitoring and accountability, creating a strong foundation for accurate reporting on Tembo activities. In the second part of 2025, we will focus on developing this system.

Enhance stakeholder engagement through strategic collaborations

To ensure Tembo effectively supports digital learning throughout the whole Movement, we will focus on developing and maintaining sustainable partnerships with key stakeholders. This will involve mapping potential new partners, actively engaging with them, and nurturing existing relationships to promote long-term collaboration and interoperability.

Mitigate provider dependency

We will issue a request for proposal (RFP) to invite bids from vendors or service providers in order to evaluate our options for Totara Platform providers in the market. By doing so, we aim to secure high-quality services at the best value while improving our ability to manage supplier dependencies more effectively and meet MSF procurement and quality standards.



ANNEXES

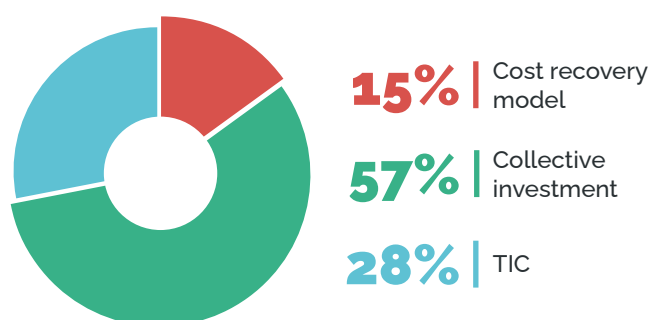
Annex 1: Financials

In 2024, a total of 1,901,630 euros has been spent across services and projects, showing a 21% decrease compared to the previous year. In 2023, a major platform upgrade project was conducted, which increased the overall budget that year. No comparable expenditure was required in 2024. Additionally, HR expenses saw an 11% reduction, largely driven by the closure of the Deployment and Adoption project, further contributing to the overall decrease in spending.

Funding in 2024

In 2024, Tembo relied on three sources of funding:

Digital Learning Services: Since 2024, these services are funded by MSF Collective Investment. It is allocated across all MSF entities in the Movement, according to the key distribution assigned by the International Office.



Business Case/Investment: is funded by TIC*. Since 2021, Tembo has received earmarked funds from the Xellent Foundation. The funds granted by the donor are exclusively used to fund Tembo projects.

Add-on Services: are based on a cost recovery system. Both production and translation services are billed to MSF partners based on the actual expenses incurred for the project in execution.

In 2024, we successfully obtained a TIC time extension, without requesting additional fundings, as some projects were delayed due to the redefinition of their scope. This extension will allow us to focus on completing on-going projects by the end of 2025.

*TIC (Transformational Investment Capacity): is an MSF initiative aiming to enhance the organisation's ability to deliver urgent lifesaving care globally. Successful project proposals made by individuals across the MSF Movement receive funding for their development. The selected projects are evaluated, selected and tracked transparently within MSF. More about this can be found at: <https://msf-transformation.org/>

— Annex 2: Funding structure 2020-2025

	2020	2021	2022	2023	2024	2025
Digital Learning Services	Cost Recovery - OCs Contribution by Users				Collective Investment	
Business Case / Investment (projects)	TIC	TIC - Earmarked Funds Xellent				
Add-on Services			Cost Recovery			

In 2025, the funding structure will remain the same, while we anticipate that the TIC earmarked funds financial support will come to an end.

Earmarked funds

Since 2021 and until the end of 2025, the Xellent Foundation has been supporting Tembo's growth and expansion. We are deeply grateful for their continued trust and support throughout this period as well as their strong commitment to empowering MSF staff and implementing partners by supporting Tembo's vision and Mission.



“I think it
[Tembo] really
completely
broke barriers.”

Agnese Pinto

MCHub Program Manager
Médecins sans Frontières - Norway



[Watch
the full video](#)

Photographer / *Matias Delacroix*



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Photographer / *Corentin Fohlen*