



MULTI-STAKEHOLDER PLATFORM IN THE NORTHERN REGION OF MOZAMBIQUE

Terms of Reference

Sponsored by:



Secretariat:

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1 Introduction

The Northern Region of Mozambique (which encompasses the provinces of Nampula, Niassa and Cabo Delgado) holds great potential for development, yet faces some of Mozambique's most prominent challenges. Over 30% of the country's population is concentrated in the North, yet Niassa and Cabo Delgado are amongst the country's poorest regions, with some of the high illiteracy and unemployment rates. This will be the initial geographical focus of the platform, subject to changing in scope as the platform's conversations and priorities take shape.

The region in question is undergoing rapid social and economic change largely driven by private investment tied to natural gas developments. Several factors make coordination of efforts for sustainable development in the region quite difficult. Firstly, the distance between this development region and Mozambique's capital, where a majority of key stakeholders are headquartered, has led to more remote decision-making. This distance also makes it difficult for decision-makers to communicate efficiently with local communities, whose voices are essential to ensuring development efforts are meaningful and inclusive. Furthermore, the pace and scope of changes in the region make cooperation and sharing between institutions quite difficult, often resulting in duplicated efforts and asymmetric information.

To address this, key stakeholders have coordinated to launch the Multi-Stakeholder Platform (MSP) in the Northern Region of Mozambique — a forum for collaboration, information sharing and dialogue amongst stakeholders across government, the private sector, the donor and NGO community and civil society. The MSP will allow these stakeholders to analyze, discuss, prioritize and monitor high impact projects in the North of Mozambique, as well as advance inclusive, sustainable and integrated development of the region.

The MSP design and launch were sponsored by the Dutch Embassy, USAID, and the African Development Bank. The design phase concluded that the platform should launch with four focused working groups that meet regularly and leverage online tools to share relevant information and program collaborations. This structure has been adapted from existing examples such as the Maputo-based Development Cooperation Platform that have proven to be effective platforms for sharing, coordination and government interaction. Based on the structure laid out below, the MSP will officially launch in the first quarter of 2020 having been preceded by pre-launch working group sessions that focused on designing objectives, outputs, and 12-month workplans for the respective working groups.

Initial design for the MSP included a growth plan with a more expansive scope, including incrementally increasing presence of the Mozambican government and local CSO's, with the possibility of creating additional working groups.

2 The Multi-Stakeholder Platform in the Northern Region of Mozambique

2.1 Vision and Mission

The MSP’s mission is to promote and support the inclusive and sustainable development of the Northern Region of Mozambique through facilitating the interaction between its wide range of stakeholders. The platform will strive to increase transparency, communication and collaboration of high impact projects, ensuring all stakeholders have an equal chance to participate in the dialogue (including government, NGOs, CSOs and the private sector), particularly local communities and organisations who are often underrepresented in these forums. This will be achieved through regularly meeting thematically-focused working groups, leveraging technology to share relevant information and data and co-creating content and programming.

2.2 Design

The initial design phase of the platform was conducted in early 2019 and leveraged interviews with over 30 identified key stakeholders. Interviewed stakeholders were asked to describe their organization’s development ambitions, current status of work and challenges pertinent to the geographies and themes of interest to the MSP, as well as their overall perspective and previous experience of collaborative initiatives. These interviews resulted in several key design considerations for the platform, including:

1. Purpose	2. Objectives	3. Structure & Governance	4. Existing Challenges
<ul style="list-style-type: none"> Ensures an inclusive approach to local communities Informed by a national strategic framework, serving as a tool that allows for operational delivery of initiatives Promotes a change in mindset from risk mitigation to inclusive sustainable development 	<ul style="list-style-type: none"> Facilitating access and capacity for capital raising in the SME sector (debt and equity) to allow for an increase in scale Promoting local upskilling to develop industries and improve livelihoods Creating an information depository to facilitate exchange and prevent duplication of efforts 	<ul style="list-style-type: none"> An evolving vehicle that adapts to changes in circumstances, possibly beginning with a small scale and operational focus and growing in scope over time Structured by coordination committee and smaller working groups focusing on sectoral topics or geographies Making use of online data repositories to share information and collect relevant development related data 	<ul style="list-style-type: none"> Lack of coordination of efforts calls for a universal strategic framework and increased communication between stakeholders Legal framework in need of revision to enable environment for investment and development Existing platforms are under-represented by all stakeholder groups, resulting in limited collaboration Insurgency and security concerns in Cabo Delgado are hampering freedom of movement and ease of doing business Recurrent natural disasters and climate fluctuations increase volatility in the North of Mozambique

With these design considerations in mind, the platform opened membership to interested stakeholders and launched four narrowly focused working groups (fully detailed in *Section 2.3*) in December 2019 to better define the platform’s objectives, ways of working, and collaborative outputs.

2.3 Purpose and Objectives

2.3.1 MSP-wide Objectives

The design phase and initial working group kickoffs resulted in the consolidation of the MSP’s central objectives as described in the table below:

Central objectives of the MSP	
Foster programmatic collaboration and strategic partnerships	Provide stakeholders with an opportunity to present, analyze and debate ongoing projects and programs with other institutions, promoting synergies across overlapping initiatives
Eliminate duplicative efforts	Reduce duplicative resource allocation driven by lack of communication and information sharing between organizations with similar programmatic initiatives
Overcome barriers or hurdles	Leverage stakeholders’ diverse and complementary knowledge and skillsets to address specific obstacles faced by stakeholders (i.e. policy navigation, implementation issues)
Disseminate critical information and co-learn	Share details, lessons, papers and research to improve the overall quality of interventions, making use of the platform’s project matrix, data repository and other tools to ensure equal access to critical information
Engage local communities	Better connect with local communities and Civil Society Organizations by ensuring active participation in working groups and the programmatic conversations before implementation
Cultivate a shared language	Consolidate understanding and definitions of important terms and concepts that are shaping the conversation
Engage specific expertise	Collectively seek advice and guidance from industry and thematic experts leveraging working groups as advisory boards

2.3.2 Working Group Deliverables

Working group meetings also resulted in the following high-level deliverables:

Short Term



Information sharing

- **Database** – Repository of relevant documents and reports
- **Info hub** – Online forum for sharing relevant articles and events



Advisory board

- Sounding board sessions for stakeholder projects and ideas

Long Term



Thought leadership

- **White paper/concept note** – Consensus-driven publication on major theme of discussion in the working group



Incubated ideas & programs

- New programs and ideas that can be collaboratively designed within working groups

2.4 Structure and Governance

2.4.1 Structure

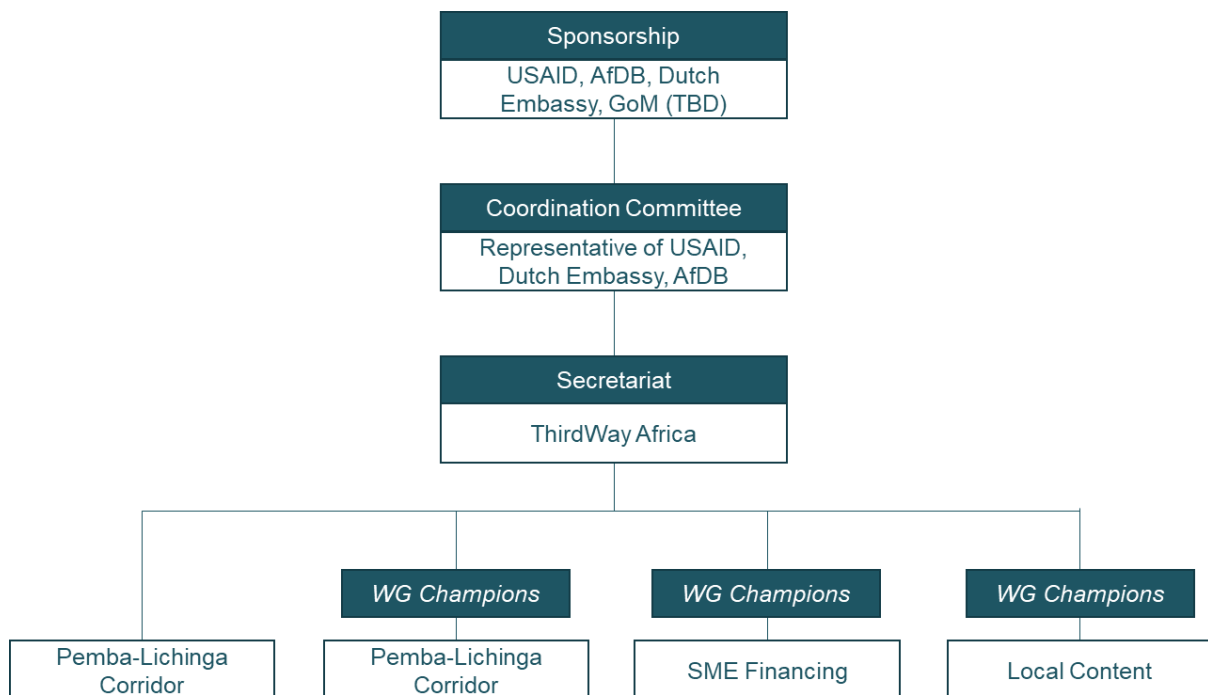
Feedback collected from stakeholders during the platform design phase was leveraged to select key champion project areas. These were organized to fit into the following four working groups:

1. ***Pemba-Lichinga Corridor*** – Initially based around the AfDB’s initiative which aims to promote competitive and inclusive agri-business along the Pemba-Lichinga Corridor through the development of value chains and markets of its adjacent districts. A road is still under construction which will connect Niassa to districts such as Balama, Namuz and Montepuez, holders of significant agricultural potential to respond to new demand generated by mega-projects in the area
2. ***Palma: District Planning Support*** - Consolidation of coherent, collaborative urbanization plans for Palma District in Cabo Delgado, together with an analysis of migratory patterns. The production of such plans and research aims to help reduce the vulnerability of the economy, infrastructures, communities and land resources
3. ***SME financing*** - Financial inclusion initiatives and programs that seek to facilitate the creation of an ecosystem that enables SMEs in the region to become commercially viable investment opportunities for private capital
4. ***Local Content: Capacity Building*** - Legal context of local content in Mozambique, as well as of possible projects and programs directed at improving local companies’ competencies in order to allow them to participate in key value chains for economic growth in the region

Additional thematic working groups may be added throughout the course of the MSP’s expansion and subsequent steady state. Themes of interest to stakeholders will be identified by the steering committee and the secretariat (further described below) throughout the initial platform launch with working group members identifying additional thematic priorities or split off themes within the current working groups.

2.4.2 Platform Governance

During the initial phase of the MSP launch, the platform is composed of 4 organizational layers: the sponsorship, steering committee, secretariat and working groups. This governance structure is subject to adapt over time to serve the needs of the platform as it moves from its initial launch phase into its steady-state, importantly noting that it is the sponsors’ intention to transition the platform’s sponsorship to the Government of Mozambique over time.



Sponsorship: Sponsors are responsible for setting the overall vision and direction of the MSP, including the election of the steering committee and secretariat, as well as ensuring that the activities and organization of the platform are in line with the MSP’s vision. The sponsors are also responsible for ensuring sufficient resources for the platform’s success. It is also important to stress that it is the Sponsor’s intention to progressively hand over the platform and its management i to the Government of Mozambique.

Steering committee: The steering committee is responsible for oversight of the working groups and secretariat, ensuring that working groups are running smoothly and that activities are in line with the objectives of the MSP. The steering committee is also responsible for guiding working group outputs and maintaining oversight of the secretariat’s objectives and deliverables. The steering committee is also responsible for linking the platform to other structures, initiatives and funding that share the ambition to contribute to inclusive and sustainable development in the Northern region of Mozambique.

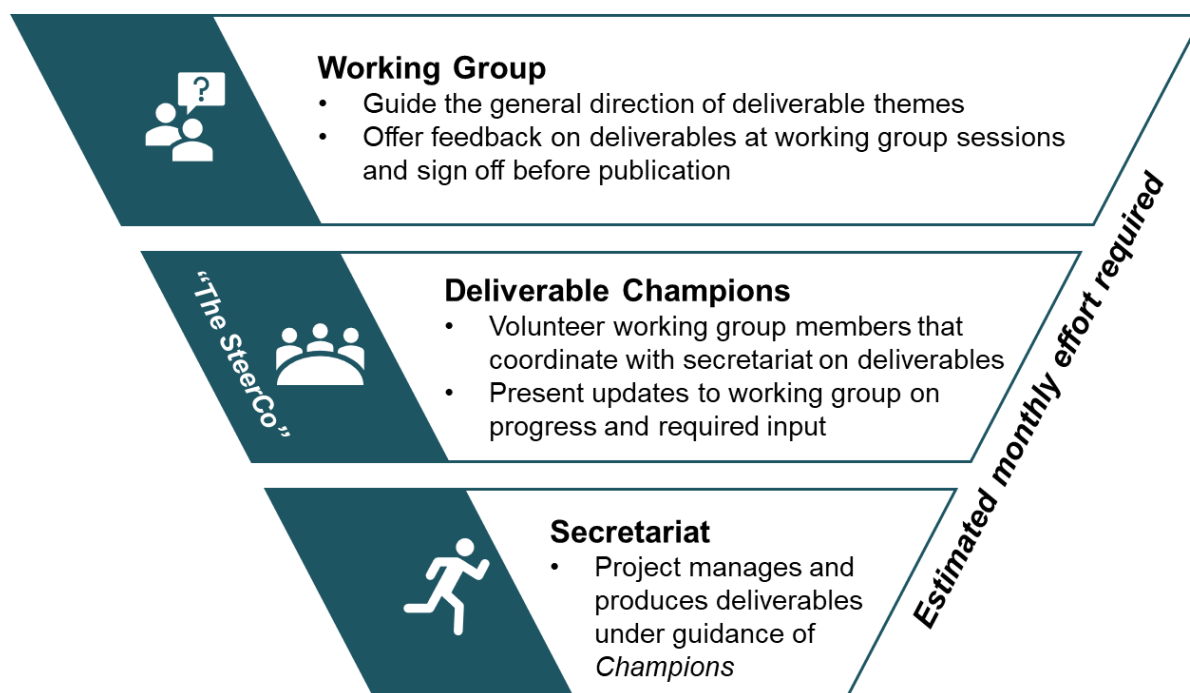
Secretariat: The secretariat is responsible for the day-to-day running of the platform. This includes coordinating meeting logistics, circulating and managing stakeholder communications and maintaining the MSP’s data repositories. Before working group meetings, the secretariat will consolidate stakeholder feedback for agenda setting, and

coordinate approval from the MSP’s sponsors. After the meetings, the secretariat is responsible for circulating meeting minutes. They are also the point of contact for any queries or requests. **Champions:** In order to ensure that stakeholders are actively involved in the development of working group deliverables, working groups are expected to produce voluntary participant organizations to champion deliverables. For each working group for which this applies Champions will be identified for relevant deliverables. In initial stages, information sharing and advisory board discussions will be the working group focus, and will therefore require champions. These members will help the secretariat identify essential points of contact for particular sources of information, select and drive thematic discussions and generally aid in shaping the deliverables at hand.

Working groups: Working groups are the thematically focused stakeholder groups that meet on a regular basis. Each working group determines their priority themes and objectives, setting a 12-month workplan during the pre-launch sessions and defining the outputs the groups will work towards.

2.4.3 Working Group Governance

More specifically, the current working group governance structure is as follows:



2.5 Membership

2.5.1 Membership Profile

The MSP membership is composed of diverse stakeholders with ongoing interests in the sustainable development of Mozambique’s northern region, including:

- **Private sector** – Companies and organizations interested in investing or operating in the North of Mozambique, including those involved in LNG exploration and the supporting value chains and industries
- **Public sector** - Local, provincial and national government
- **Civil Society Organizations** - Organizations representing local community efforts
- **Donors/NGOs**- Non-profits and institutional donors with interests and ongoing programming in Northern Mozambique

2.5.2 Becoming a Member

Membership is **open to any organization** with overlapping interests with the MSP's working groups and alignment with the MSP vision and values, to be assessed by the secretariat. From time to time the steering committee may also selectively invite organizations to ensure equivalent representation. MSP members may choose to be **participating working group members** attending working group meetings and contributing to output production or **informative members** receiving updates and newsletters from working groups of interest with no expectation of meeting attendance or output production.

To join the MSP, an organization/institution should contact the MSP's secretariat at secretariat@mspmoz.org and follow the intake process. This will consist of an intake interview with the secretariat to determine the alignment of the organization/institution with the MSP's objectives and themes. If both parties agree that participation would be favorable, the organization will then be asked to commit to the MSP's vision and mission, as well as ensure they agree with the Terms of Reference for the platform.

2.5.3 Expectations and Responsibilities of Membership

To align with the MSP's vision and values, all MSP members are expected to commit to:

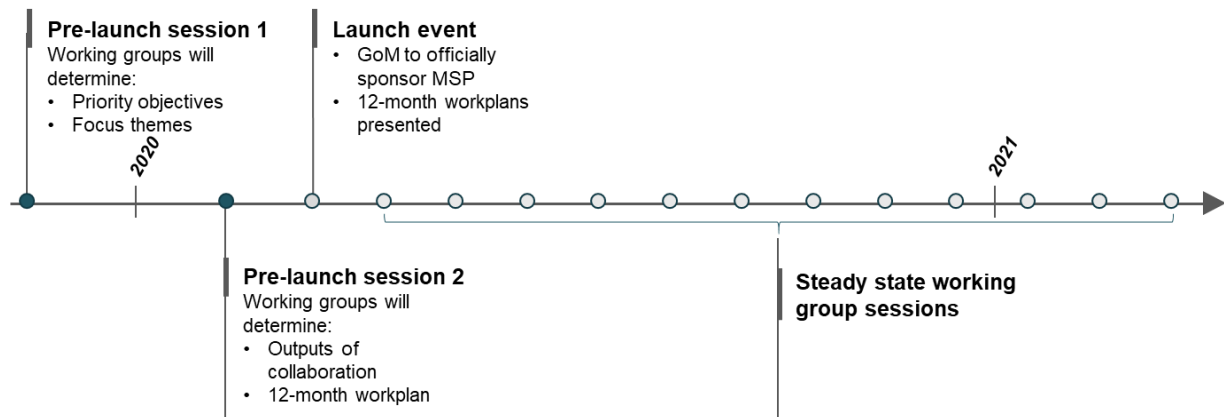
- Contributing to an open environment with **no reprisal for dialogue**
- Creating an **equal opportunity to participate** in discussions and shape agendas, being particularly committed to ensuring women's voices are equally represented in discourse
- Building an exchange of ideas that promotes inclusive, sustainable, and equitable development in **local communities**
- Upholding international standards of **Responsible Business Conduct** and **adherence to human rights** such as those set out in the [UN Guiding Principles on Business and Human Rights](#)
- Flagging any information shared that is considered **proprietary or confidential** with the secretariat, given that all information shared on the platform is meant to be publicly available
- Engaging in dialogue and programming that recognizes the **safety concerns faced by fellow members and communities** in Northern Mozambique
- Recusing themselves from any situation that may present a **conflict of interest** and flagging any possible conflicts with the secretariat before participation

MSP participating working group members are expected to:

- **Be consistent** - Attend meetings regularly and ensure similar organization representatives attend working group sessions
- **Be prepared** - Read any materials circulated beforehand and stay up to date on the working group's progress
- **Regularly contribute** - Actively participate and be ready to give input and add value to the group discussion
- **Be responsive** - Respond to surveys and questionnaires in a timely fashion to create equitable consensus across the group

3 Timelines and Execution

The following diagram is indicative of the MSP’s estimated timeline for the coming year:



Although it is important that working groups determine and subsequently adhere to 12-month workplans, the MSP and its structure will remain flexible and adapt to the needs of its activities and stakeholders.

3.1 Pre-Launch Sessions

The pre-launch sessions that took place at the end of 2019 and beginning of 2020 had the purpose of consolidating the committee’s preliminary drafts for the MSP’s objectives and key themes. Stakeholders had the opportunity to discuss and amend initial working group agendas, and to collaboratively determine the target outputs of their future collaboration. This led to the composition of a 12-month workplan, which will serve as a guide to the year-long interactions of stakeholders of the MSP.

3.2 MSP Launch Event

The MSP will officially launch in the first quarter of 2020 with a kickoff launch event aiming to:

1. Officially announce MSP sponsorship by the Government of Mozambique
2. Present the 12-month working group workplans drafted in the pre-launched sessions

3.3 Steady State Meetings

At the MSP’s steady state, working group meetings will be held once a month, both in Pemba and in Maputo. Dates for the meetings will be set by the Secretariat and invitations will be circulated with at least two weeks’ notice. Meeting agendas will be circulated before the meeting, together with any pertinent documents or information. After every meeting, the secretariat will prepare and circulate meeting minutes, which will also be available to all members on the MSP website. The secretariat will also, from time to time, circulate

questionnaires and surveys to collect additional feedback and give members unable to attend certain working groups the opportunity to contribute.

3.4 Data and Information Hosting

The MSP website is the singular source for all data and information regarding the MSP including meeting minutes, publications, and event details. The site hosts the MSP's project matrix, a database of stakeholder led projects in the Northern Region of Mozambique. Information shared by stakeholders and the platform itself will be regularly added to the site's data repository by the MSP's secretariat, increasing the flow of pertinent information between stakeholders.

3.4.1 Setting up an account online

The MSP website (www.mspmoz.org) has both public and member access-limited pages. To access the working-group specific information such as meeting minutes, stakeholder presentations and contact information, a member must register their email address with the secretariat. Once registered, members will be prompted to use the registered email to create a personal username and password, allowing access to the password protected pages.

3.4.2 Contacting the MSP

For any questions, requests or to share any pertinent information, including requesting a working group agenda slot, please contact the MSP's secretariat at secretariat@mspmoz.org.