


















Ministry of Foreign Affairs – Department for Migration, Stabilisation and Fragility (MNS)

Meeting in the Council for Development Policy on 15 March 2023

Agenda Item No. 8

- 1. Overall purpose:** *For discussion and recommendation to the Minister*
- 2. Title:** Support to the Mixed Migration Centre (MMC) 2023-2025
- 3. Amount:** DKK 30 million
- 4. Presentation for Programme Committee:** 21 November 2022
- 5. Previous Danish support presented to UPR:** No, this is the first presentation to UPR

MMC: Improving knowledge, policy and programme on mixed migration. 2023-2025

<p>Key results:</p> <ul style="list-style-type: none"> - Better informed and evidence-based knowledge through: 1) research and analysis, 2) data collection and innovation 3) policy and partnerships, 4) evidence-based programming, 5) communication, 6) dissemination and monitoring, 7) organizational development and 8) flexible funding allocations for targeted research and/or 4Mi data collection along mixed migration routes <p>Justification for support:</p> <ul style="list-style-type: none"> - The Mixed Migration Centre (MMC) provides a unique evidence-based approach to mixed migration flows prerequisite for developing evidence-based initiatives that address irregular migration. - With the rising number of mixed migration globally, there is a need for enhanced knowledge of mixed migratory movements by means of qualitative and quantitative data. - MMC's data-based information can inform humanitarian and development programming in line with Denmark's priority of reducing and preventing irregular migration through increased knowledge. - Key MFA partners recognize MMC's contribution to mixed migration including IOM, UNHCR and ICMPD who apply MMC data and analysis to inform its development programming and policy engagements. - MMC informs policy development in important international fora that Denmark considers important <p>Major risks and challenges:</p> <ul style="list-style-type: none"> - MMC is a relatively new entity in international development and not fully internationally recognized by policy makers. MMC is, however, on a trajectory with an increasing number of MoUs with relevant partners. - MMC is at risk of instrumentalisation by actors with specific motivations – such as donors on which MMC is dependent or partners - at the risk of making MMC less impartial. - A review of the impact of previous grants has not been done, but will take place in 2023 to inform further strategy development. Disbursements in 2024 and 2025 will be contingent on the results of the review. 	File No.	2022-34046				
	Country	Global				
	Responsible Unit	MNS				
	Sector	Migration				
	Partner	Danish Refugee Council – Mixed Migration Centre				
		<i>DKK million</i>	2023	2024	2025	Total
	Commitment	10	10	10	30	
	Projected disbursement	10	10	10	30	
	Duration	36 months				
	Previous grants	DKK 7 million (2017-2018) DKK 8.35 million (2019-2020) DKK 5 million (2020-2022)				
	Finance Act code	§06.32.10.15				
	Head of unit	Marianne Kress				
	Desk officer	Peter Morling				
	Reviewed by CFO	Max Mortensen				
Relevant SDGs [<i>Maximum 1 – highlight with grey</i>]						
						
No Poverty	No Hunger	Good Health, Wellbeing	Quality Education	Gender Equality	Clean Water, Sanitation	
						
Affordable Clean Energy	Decent Jobs, Econ. Growth	Industry, Innovation, Infrastructure	Reduced Inequalities	Sustainable Cities, Communities	Responsible Consumption & Production	
						
Climate Action	Life below Water	Life on Land	Peace & Justice, strong Inst.	Partnerships for Goals		

Objectives

The overall objective of the project is to enhance the knowledge base on mixed migration, contribute to a more nuanced understanding of mixed migration, positively influence global and regional policy processes leading to improved policy making on mixed migration globally and regionally, and contribute to evidence-based programmatic responses leading to better outcomes for refugees and migrants on the move.

Environment and climate targeting - Principal objective (100%); Significant objective (50%)

	Climate adaptation	Climate mitigation	Biodiversity	Other green/environment
Indicate 0, 50% or 100%	0	0	0	0
Total green budget (DKK)	0	0	0	0

Justification for choice of partner:

MMC is a unique and leading source for independent and high quality data, information, research and analysis on mixed migration. It is a programme under the umbrella of the Danish Refugee Council (DRC). MMC provides credible evidence and expertise to agencies, policy makers and practitioners to make well-informed decisions to impact global and regional migration policies, to contribute to protection and assistance responses for people on the move and to stimulate forward thinking to mixed migration.

Summary:

MMC is unique in its mixed-migration approach through data gathering and evidence-based analysis and focuses on some of the most difficult conversations currently taking place around migration, displacement and development. It uses a mixed migration lens to look at and analyse the issues around migration and mobility and immobility, and uses this information to inform policy or support policy makers in various international fora that Denmark considers important.

Budget (engagement as defined in FMI):

Mixed Migration Centre	2023	2024	2025
A. Outputs	8,828,710.00	TBD	TBD
B. Support and shared costs	504,000.00	TBD	TBD
C. Overhead and Audit	667,290.00	TBD	TBD
Subtotal	10,000,000	10,000,000	10,000,000
Total		30,000,000.00	

**Mixed Migration Centre: Improving Knowledge, Policy
and Programme on Mixed Migration
2023-2025**

PROJECT DOCUMENT

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1. Introduction

The present project document outlines the background, rationale and justification, objectives and management arrangements for development cooperation concerning the Danish support to Mixed Migration Centre: Improving knowledge, policy and programme on mixed migration for 2023-2026 as agreed between the parties: Mixed Migration Centre (MMC) at the Danish Refugee Council (DRC) and the Department of Migration, Stabilisation and Fragility (MNS) at the Ministry of Foreign Affairs of Denmark. The project document is an annex to the legal bilateral agreement with the implementing partner and constitutes an integral part hereof.

2. Context, strategic considerations, rationale and justification

2.1. Background

Mixed Migration Centre (MMC)¹ is a leading source for independent and high-quality quantitative and qualitative data, information, research and analysis on mixed migration. “Mixed migration” refers to cross-border movements of people, including refugees fleeing persecution and conflict, victims of trafficking, and people seeking better lives and opportunities. Motivated to move by a number of factors, people engaged in mixed migration have a range of legal statuses as well as a variety of vulnerabilities. Although entitled to protection under international human rights law, they are exposed to multiple rights violations along their journey. Mixed migration describes refugees and migrants traveling along similar routes, using similar means of travel – often traveling irregularly, and wholly or partially, assisted by migrant smugglers.

MMC is a global network, with regional hubs in Africa, Asia, Europe and Latin America with a small global team in Geneva. This network approach allows MMC to maintain regional agility and presence, contextual relevance, ownership and close cooperation with regional stakeholders, while also focusing on broader cross-regional thematic and global trends.

With its unique and high quality data and analyses on mixed migration, MMC supports agencies, policy makers and practitioners to make well-informed decisions, to have a positive impact global and regional migration policies, to contribute to protection and assistance responses for people on the move and to stimulate forward thinking in the sector responding to mixed migration. MMC is the only organisation to deliver information of this kind on mixed migration flows.

MMC is recognised for its expertise on mixed migration by a range of leading organisations with a main or partial migration focus and mandate, and whom are important partners for Denmark. Through Memoranda of Understandings (MoU) with the International Organisation for Migration (IOM), United Nations High Commissioner for Refugees (UNHCR), International Centre for Migration Policy Development (ICMPD), Office of the High Commissioner for Human Rights (OHCHR) and the Danish Red Cross, MMC provides these partners privileged access to its data and inform their projects, programmes and policy processes with research and analyses.

Denmark has been an important contributor to MMC since its establishment in 2018 with three grants of 1) DKK 7 million for 2017-2018, 2) DKK 8.35 million for 2019-2020, and 3) DKK 5 million for 2020-2022. The majority of previous funding has been provided for i) the development of MMC as a network, ii) the quality assurance of all of MMC’s research, iii) the overall strategic direction of the network, iv) the further development of flagship initiatives such as the data collection system 4Mi, including the development of the 4Mi Interactive open access dashboard and the Mixed Migration Review, v) the development of new work streams and approaches, such as 4Mi Cities, 4Mi Longitudinal, 4Mi Returns, vi) MMC’s work on climate change

¹ <https://mixedmigration.org/>

and mobility, and vii) the development of global partnerships. 4Mi helps fill knowledge gaps through data collection, and informs policy and response regarding the nature of mixed migratory movements and the protection risks for refugees and migrants on the move. 4Mi is a standardized, quantitative and globalized system with a network of more than 120 field enumerators who conduct more than 10,000 in-depth interviews with refugees and migrants on the move every year in more than 15 countries, including Danish expanded partnership countries such as Mali, Niger, Burkina Faso, Kenya and Uganda.

In addition to Danish funding, MMC is supported by Switzerland and the Robert Bosch Foundation at global level. MMC also receives project grants from the European Commission, United Kingdom and the ICMPD, as well as a wide range of donor-supported projects at regional level implemented by MMC's regional hubs.

MMC is part of and governed by the DRC. This means that MMC is a programme under DRC where all MMC staff are on DRC contracts and are required to comply with the code of conduct and operations manual of DRC in its work. Between 2018 and 2022, MMC reported to a steering committee where only senior management of DRC were members. The Steering Committee was dissolved by the end of 2022 marking the end of the trajectory of establishment and 5 years of development of the MMC network. Under the DRC umbrella, MMC is managing its day-to-day operations in terms of outputs, focus areas, strategy, as well as donor and policy engagement to deliver its unique open access data and analyses on mixed migration.

This project will further consolidate and expand MMC as a globally recognized and leading research centre on mixed migration flows and to promote wide application of 4Mi data by other organisations. This is done by 1) continuous innovation and strengthening of MMC's data collection flagship 4Mi along key migratory routes² in order to increase its knowledge base; 2) promoting MMC research and analyses on global and regional policy processes and partnerships, such as the Global Compact for Migration (GCM), the EU regional migration dialogues with Economic Community of West African States (ECOWAS) and the Horn of Africa-states also known as the Rabat and Khartoum Processes, the Global Forum on Migration and Development (GFMD); 3) continuous high-quality research and analysis; and 4) organisational development of MMC.

The current proposal foresees a two-phased approach. During the first year, the key focus – in addition to maintaining current operations at global level and a select number of deliverables - is on the formative review and the development of an action plan based on the formative review. After the rapid growth of MMC since late 2015 and subsequent transition from 2018 onwards to one network, MMC and DRC will conduct a formative review of MMC to identify the key issues to be considered in order to further improve and refine the MMC network and to develop its long-term strategy. The formative review, among others, will focus on the organisation of MMC, the governance set-up, the relation between MMC and DRC, MMC's MEAL-approach, and the need for a strengthened focus on documenting impact, relevance of strategic objectives and long-term vision and strategy. The formative review will also explore the key recommendations from the MFA's Appraisal Team. Based on this formative review, MMC and DRC will develop an action plan for year 2 and year 3 for the Danish support. As such, the current proposal only includes a detailed results framework and budget for year 1 of the grant period. A more detailed results framework and budget will be submitted for year 2 and 3, along with the action plan for the implementation of recommendations from the formative review if it is decided to continue after year 1.

2.2. Context and strategic considerations

Migration is one of the defining issues of the 21st century. Migration is inherently linked to some of the key challenges the world faces today, including climate change, urbanisation or demographic shifts. Further, the

² Annex I: Map of key migratory routes for MMC programming

local, national, regional and global economies rely more than ever on the movement of people, as the economic downturn created by the Covid-19 pandemic has very powerfully illustrated.

Millions are on the move within and between regions and countries, fleeing conflict or natural disasters, persecution and repression, the effects of climate change, moving for economic opportunities from rural areas to urban centres, seeking reunification with family members or sometimes simply pursuing their aspirations. Many travel as part of mixed movements, including refugees fleeing persecution and conflict, victims of trafficking and people seeking better lives and opportunities, who travel along similar routes, using similar means of travel, wholly or partially assisted by migrant smugglers.

The pandemic has undoubtedly exacerbated the plight of migrants, refugees and asylum seekers around the world, although its impact on the scale of mixed migration varies considerably by location. While movements from East Africa to Yemen have reduced significantly since the pandemic, migration from the Maghreb to Italy has increased, while movements from sub-Saharan Africa into North Africa have decreased. Meanwhile, the crisis in the Sahel has continued to displace tens of thousands of people, with projections suggesting the displacement of one million more in the near future. In the Middle East, where the crises in Syria and Yemen have deepened, the pandemic has highlighted the vulnerability of the millions of migrant workers in the Gulf who have faced quarantine, job losses, wage theft and even deportation to their countries of origin. In the Americas, many people have been stranded *en route* to the north as a result of pandemic-related movement restrictions, with some Venezuelan refugees, migrants and asylum seekers attempting reverse migration back into Venezuela due to loss of livelihoods.

In Europe, while arrivals through the Eastern Mediterranean route have dwindled to historic lows as border controls have hardened, the Russian invasion of Ukraine in early 2022 led to the unprecedented arrival of millions of refugees over the course of a few months. The widespread solidarity with which Ukrainian refugees were welcomed all over Europe, stood in sharp contrast to the way refugees and migrants from countries further away, arriving on the various land and sea routes to Europe, are welcomed and treated. In fact, violent pushbacks of refugees and migrants from Syria, Afghanistan, Yemen or Iraq, for example, from Poland into Belarus, from Greece and Bulgaria into Turkey and along various borders along the Balkan routes, continued as before, sometimes just a few hundred kilometres from where Ukrainian refugees were welcomed by governments and thousands of European citizens opening up their homes to refugees.

In Asia, hundreds of thousands of Afghans left Iran to return to Afghanistan in the years before the Taliban take-over in August 2021, as economic hardship and an increasingly hostile environment in Iran have been exacerbated by the spread of Covid-19, only to be faced with a sudden Taliban take-over, leading to new movements out of Afghanistan and a further humanitarian crisis. And while much of the attention and funding were redirected to Ukraine, crises in Afghanistan, Yemen, the Sahel, the Central African Republic, the Democratic Republic of Congo, the Horn of Africa and elsewhere continued and often worsened.

Many migration experts and policy-makers could not predict the myriad ways in which Covid-19, and other political and economic shocks and uncertainties would affect upon refugees and migrants around the world. This highlights the importance of 'keeping track': monitoring trends, analysing the dynamics behind these trends and providing regular updates on what is happening around the world, and crucially, why it is happening. MMC is doing precisely this on a daily basis. Furthermore, while many speculated about how the pandemic would affect refugees and migrants, MMC adapted its 4Mi data collection programme within a few weeks, from face-to-face interviews to remote interviews focused on the impact of Covid-19. MMC was able to provide insights on the effects of the pandemic and related measures on the lives of refugees and migrants based on their own experiences, through over 20,000 interviews over the course of 2020. With a majority of staff and a network of enumerators across the globe, close to or on the routes MMC is studying, MMC is well

positioned to maintain a focus on various mixed migration dynamics around the world, even if certain dynamics become overshadowed in media and policy circles by a new crisis closer to home.

Mixed migration continues to pose challenges to policy makers around the world and it raises many questions: how to respond to mixed movements of people? How to better understand the factors that influence people's decision to migrate and destination choice, their aspirations, or their decisions to engage in onward movement from camps or cities around the world? How exactly do current challenges like climate change and the responses to these challenges, impact on human mobility? Why do people actually decide to migrate irregularly, knowing how dangerous these journeys are? And, an often-overlooked question, why do more people not migrate given the wide disparities in wages, work and wellbeing between countries. How can we explain the different forms of 'mixed' (voluntary and involuntary) immobility and how would this inform our migration and development policies and programmes? In their efforts to externalise their migration control and keep refugees and migrants as far away from their borders as possible, such migration policies increasingly cause situations of involuntary immobility with severe impact on refugees and migrants themselves, but also on wider stability in transit-turned-destination locations acting as the forward posts of externalisation policies. While internal migration and displacement are usually not considered to be part of the mixed migration phenomenon, in order to have the necessary framework to respond to complex characteristics and protection imperatives of modern-day human mobility, many of the reasons why MMC focuses on mixed migration would equally apply to internal mobility. These include the need to focus on drivers, vulnerabilities, needs, challenges, aspirations, regardless of the migratory status and beyond organisational mandates and silo approaches. While this does not mean that MMC argues to change the definition of mixed migration or internal displacement, it does mean that we need to keep an eye on internal mobility and its links with cross-border movements, as it is crucial for a more comprehensive understanding of and response to international migration.

Migration remains a sensitive topic, over which elections are won or lost. Migration is characterised by fast-changing dynamics and constant media, public and political focus. Increasingly, migration dynamics are used or even created to exert pressure in diplomatic disputes between countries or blocs of countries, such as in recent years between Greece and Turkey, and Spain and Morocco, or as in late 2021, when Belarus created a new migration route from the Middle East into the EU in an effort to destabilise the EU and create another 'migration crisis'.

The public demands action and policy makers and politicians often lack time for reflection. Complex issues are reduced and oversimplified. Reducing migration by addressing its 'root causes' gained increasing traction after the so-called migration crisis in Europe in 2015-16. This 'root causes' approach disregards the complexities in people's migration decisions and ignores many of the actual, more fundamental root causes and leads to problematic shifts in development funding from where it's most needed, to where it might be less needed. A glimmer of hope is that in recent years, there seems to be a shift again within some of the major donors and development agencies, from a more emergency- and humanitarian-oriented approach to migration, to mainstreaming migration into development programming and treating it as it should be: as an inherent aspect of broader human development processes.

Nevertheless, in migration debates data continues to be misused, misrepresented and often overrepresented to make migration and displacement phenomena bigger or more urgent than they perhaps are for fundraising, publicity or political purposes. Climate change and migration is a point in case, where a fear of future mass migration due to climate change is often used to mobilise climate action and funds.

Opinions and feelings often dominate facts and sound analysis, and debates around migration take place within a tense atmosphere. The migration debate is highly politicised and polarised, making it difficult to

acknowledge and address the far more nuanced reality on the ground, while the latter is precisely what is needed to develop rational, humane and smart migration policies. For example, even while destination countries increasingly face huge labour shortages, and even while the European Commission launched an initiative to address the root causes of labour shortages through legal migration – interestingly for the first time using the root causes framing not to reduce but to increase migration – several member states are unwilling to agree that labour migration might be needed to keep their economies going.

Returns remain one of the most contested issues within the ongoing gridlock between so-called destination and origin countries in their discussions around migration governance. Destination countries are frustrated with the lack of cooperation on returns, while origin countries are frustrated with the lack of legal migration channels, and neither is courageous enough to show a first sign of goodwill by significantly expanding the willingness to cooperate on returns or opening up more legal migration channels. Meanwhile, the longer-term reintegration challenges of returnees – whether voluntary, accepted or forced – remain poorly understood.

MMC focuses on some of the most difficult conversations currently taking place around migration, displacement and development. It uses a mixed migration lens to look at and analyse the issues around migration and mobility and – importantly immobility - and it aims to offer a much-needed voice of reason, based on solid data and sound, balanced analysis. Through on-going data collection based on the actual experiences of migrants, high-quality research output and analysis, honest and transparent engagement in policy development via policy papers and representation in a range of fora, MMC is able to play this role and support policy makers. MMC does so regionally within migration dialogues such as the Rabat and Khartoum Processes or globally, for example in the context of the Global Forum on Migration and Development and the GCM and critically but constructively follow and provide input into policy processes and documents such as the European Migration and Asylum Pact, the GCM or regional migration strategies.

Finally, over the past decade “evidence-based programming” has become increasingly important in humanitarian response with donors and practitioners alike emphasizing the role of data in particular as a basis for informed decision-making. Mixed migration contexts are proving particularly challenging for effective programme response, as they require the adaptation of previously existing models and approaches to the “new” reality of diverse and often very mobile target populations. How to offer better protection and assistance responses to people in mixed movements, coming from different countries and with different legal statuses, but travelling along the same routes, using the same smugglers, and facing similar risks and challenges while on the move? Working within a large humanitarian organisation being DRC alongside other INGOs and through collaboration with UN Agencies and other partners, MMC ensures the production of evidence that fills operational information gaps and play an increasingly important role to inform evidence-based operational responses on mixed migration.

2.3. Rationale and justification

Migration is a key element of the Danish Foreign and Security Strategy and a core pillar in Denmark’s strategy for development cooperation “The World We Share”. Accordingly, Danish interventions focus on seeking to prevent irregular migration by promoting legal pathways, strengthening migration management along the key migratory routes, and promoting return and readmission. Furthermore, Danish interventions also sets out to address the root causes of irregular migration by incorporating migration matters into broader development interventions.

MMC provides a unique evidence-based approach to mixed migration flows, which is a prerequisite for developing new initiatives that address irregular migration. Evidence-based data is becoming increasingly important in humanitarian and development responses to inform decision-making and produce effective projects, programmes and policy.

In line with Denmark's priority on reducing and preventing irregular migration through increased knowledge, MMC can - through quantitative and qualitative data - be instrumental in illuminating key questions such as: How to respond to mixed flows of people? How to better understand the factors that influence people's decision to migrate, their aspirations and decisions to engage in onward movement from camps or cities around the world where they initially ended up? How current challenges like climate change and the responses to these challenges have an impact on human mobility? Why people decide to migrate irregularly, knowing how dangerous these journeys are? Why do more people not migrate given the wide disparities in wages, work and wellbeing between countries? How can we explain the different forms of 'mixed' (voluntary and involuntary) immobility, and how would this inform our migration and development policies and programmes? Not only Denmark recognizes MMC for its unique services.

Examples of cooperation include:

- With the ICMPD, MMC has been leading the scenario building workshops within the EU regional migration dialogues with ECOWAS and the Horn of Africa-states, also known as the Rabat and Khartoum Processes, enabling the uptake of MMC data and expertise during closed-door meetings with European and African policy makers.
- With the IOM, MMC has shared 4Mi data on missing migrants and migrant deaths, providing the largest source of data for IOM's Missing Migrants Project³.
- With the UNHCR, MMC has shared 4Mi data on protection incidents along migration routes to and through Libya for a joint UNHCR-MMC report on violence against refugees and migrants⁴. In addition, for a more recent appeal on protection, saving lives and solutions for refugees⁵ in dangerous journeys in Africa.
- With UNODC, MMC collects the data on smuggling by interviewing both migrants and smugglers in West and North Africa and in South East Asia to provide the evidence base for UNODC's Observatory on Migrant Smuggling.

Furthermore, MMC works with other UN agencies to conduct 4Mi data collection that fits with their respective mandates, such as with UNFPA on migrant youth, with OHCHR on socio-economic rights of refugees and migrants and with UNICEF on children on the move.

Compared to UN organisations, MMC is an NGO (integral of DRC) with close ties to civil society and migrant communities who are not constrained by being a member state driven organisation. Migrants may even answer questions differently to an enumerator from MMC, compared to an enumerator from the UN⁶.

MMC's engagement is further aligned with Danish crosscutting priorities including:

- Human-rights based approach: MMC's mission statement includes an overarching focus on the human rights and protection for all people on the move, while MMC's vision includes the notion to place human rights at the centre. MMC interviews thousands of refugees and migrants around the world every year with a strong focus on human rights and human rights violations.
- Gender and youth: Gender and youth are key priorities for MMC. All data is gender disaggregated and MMC have an equal gender balance among staff and field enumerators. MMC is currently part of two large Swiss-funded consortia in East Africa (with Save the Children) and West and North Africa (with

³ <https://missingmigrants.iom.int/>

⁴ https://mixedmigration.org/wp-content/uploads/2020/07/127_UNHCR_MMC_report-on-this-journey-no-one-cares-if-you-live-or-die.pdf

⁵ https://reporting.unhcr.org/document/2247#_ga=2.181305575.1728159889.1652178876-45768309.1643724966

⁶ Annex II for a detailed partner assessment

Helvetas and GIZ) focusing on children and youth in migration, where MMC provides the data and evidence to consortia partners. Since 2016, MMC implemented several projects focusing on youth in cities with UNDP.

- Leaving no one behind: Since migrants and refugees in mixed migration are among the most left behind, not least in terms of the ongoing protection violations and the impunity of perpetrators. This is the population that MMC focuses on to ensure their stories are heard, their needs known and taken into account in policymaking and programmatic interventions.
- Climate change and environmental change: Over the last couple of years, MMC has developed a growing portfolio of work on the intersection between climate change and environmental factors and mobility, with various research projects and the publication of reports and articles.

2.4. Lessons learned from previous support

From previous support to MMC, several lessons have been learned and incorporated into MMC *modus operandi* and will also inform future developments. Main lessons learned include:

- Coordination of the flagship global 4Mi data collection system: The global support from Denmark enabled MMC to recruit a global 4Mi coordinator, who initiated a process of professionalization, standardisation, harmonisation, improved quality and workflows and innovation for the 4Mi global data collection programme. The result is the world's largest, globally comparable, in-depth data collection system on refugees and migrants on the move.
- Donor diversification to ensure sustainability: MMC invested heavily in diversifying its donor base and is reflective of the growing global recognition of MMC.
- Innovation: In a fast-changing sector, innovation and being able to adapt to emerging priorities is important. In 2020, MMC set an ambitious agenda of themes and new approaches to focus on, such as urban migration, climate change, returns, migration and development, longitudinal interviewing etc. As of 2022, one or more new projects – funded by new donors – have been initiated on each of these themes. The relatively flexible support by Denmark of the global MMC team enabled the development of new themes and approaches, as well as the fundraising necessary to implement these new projects.
- Partnerships: As a relatively small centre, to increase the impact and evidence-uptake. MMC is investing in new partnerships with large, international organisations.

MMC as a whole has not yet been reviewed or externally evaluated although external evaluations took place of MMC's work at regional levels in West, North and East Africa. However, MMC will undergo an external, formative review in 2023 to inform the development of MMC over the coming years.

3. Project objective

This project will help further consolidate and expand MMC as a globally recognized and leading research centre on mixed migration flows and to promote wide application of 4Mi data by other organisations. This is done by 1) continuous innovation and strengthening of MMC's data collection flagship 4Mi along key migratory routes⁷ to increase its knowledge base; 2) promoting MMC's research and analyses global and regional policy processes and partnerships, such as the GCM, the EU regional migration dialogues with ECOWAS and the Horn of Africa-states also known as the Rabat and Khartoum Processes and the Global Forum on Migration and Development; 3) continuous high-quality research and analysis; and 4) organisational development.

⁷ See Annex II: Map of key migratory routes for MMC programming

This project will build the global MMC and 4Mi network, including activities at global level (such as overall coordination of 4Mi data collection, policy representation and the Mixed Migration Review), as well as targeted in-country data collection and research.

Accordingly, the **overall objective of the project is to enhance the knowledge base on mixed migration, contribute to a more nuanced understanding of mixed migration, positively influence global and regional policy processes leading to improved policy making on mixed migration globally and regionally, and contribute to evidence-based programmatic responses leading to better outcomes for refugees and migrants on the move.**

The **specific objectives** are to:

- Further establish and consolidate the global MMC-network as the go-to resource for research, analysis and policy engagement on mixed migration;
- Continue to provide analysis on mixed migration to contribute to improved and nuanced understanding of mixed migration;
- Strengthen MMC in the regions through overall coordination, capacity building, and quality control;
- Strengthen 4Mi data collection methodology for an ever more robust evidence base on mixed migration. Continuing to enhance the analytical capacity of MMC, explore and develop new ways of analysing and presenting 4Mi data. Further develop MMC's mixed-methods approach and continue to invest in methodological innovation to enable targeted data collection on emerging topics. Continue to expand and improve 4Mi Interactive, ensuring free and interactive access for all to high-quality data on mixed migration;
- Continue to strengthen MMC's voice and ability to respond and take position on arising issues in mixed migration debates at regional and global levels in a timely manner, in particular through short online articles, social media, policy statements and by investing in closer ties with journalists and traditional media. Continuously engage in various fora and through various audiences (e.g. bilateral discussions, closed-door roundtables, media, discussion events, webinars, etc.) on mixed migration to inform policy discussions at all levels;
- Continue to follow and inform the discussions on the GCM and its implementation;
- Establish stronger and new funding partnerships with International Organisations, NGO's, academia, private sector and philanthropy. In particular, invest in local partnerships to include more diverse perspectives, increase access and build capacity of local research and civil society partners;
- Contribute to evidence-based programme planning and operations, as well as those by other humanitarian organisations by contributing to a closer linkage between data, analysis and research on the one hand and implementation programmes on the other hand.

MMC will achieve the overall and specific objectives through a **series of activities** under six overarching activity strands, which are in line with MMC's three strategic objectives being knowledge, policy and programming:

- 1) Research and analysis;
- 2) Data collection and innovation;
- 3) Policy and partnerships;
- 4) Evidence-based programming;
- 5) Communication and dissemination;
- 6) Organisational development;
- 7) Flexible funding mechanism for targeted research and/or 4Mi data collection along mixed migration routes.

Subject to adjustments and further specification pending the outcome of the review in year 1, the proposed specific activities under each activity strand listed below.

Please see annex III for detailed descriptions of each activity and their specific objectives.

4. Theory of change and key assumptions

The many challenges that migrants and refugees face in mixed migration and challenges migration poses to policy makers – as described in the contextual description above - can be better addressed,

If MMC continues to be able to innovate, challenge existing assumptions and continue to provide high quality data, research and evidence,

If MMC continues – through its research – to contribute to knowledge, policy and programming,
And if experts, policy makers, practitioners continue to use MMC’s work,

Then MMC can increase the knowledge base on mixed migration and have a lasting impact on policy and programming on mixed migration, and ultimately contribute to better migration policies and a better protection environment for refugees and migrants.

5. Results framework for 2023

The results framework below are only detailed for 2023. Since MMC is in a transitional period, pending the formative review and the action plan to be delivered by the end of 2023, a more detailed results framework for 2024 and 2025 will be developed at the end of 2023 and submitted to the Danish MFA. Part of the action plan will be around strengthening the MEAL framework of MMC for coming years in order to better capture the fingerprint on policy and programming of MMC’s work. This was already identified as an action agenda for MMC and highlighted in the Danish MFA’s appraisal. Accordingly, the results framework for 2023 emphasizes deliverables at output level. When the updated results framework for 2024-2025 is developed, this will also include strengthened outcome and impact indicators in line with the recommendations from the Danish MFA’s appraisal.

Project	Improving knowledge, policy and programming on mixed migration
Project objective	Enhance the knowledge base on mixed migration, contribute to a more nuanced understanding of mixed migration, positively influence global and regional policy processes leading to improved policy making on mixed migration globally and regionally and contribute to evidence-based programmatic responses leading to better outcomes for refugees and migrants on the move.
Project title	Improving knowledge, policy and programming on mixed migration
Outcome	Better informed and evidence-based knowledge, policy and programming on mixed migration.
Outcome indicator	Examples of MMC’s influence on policy and programming are collected on a monthly basis. Further development of this outcome indicator – for example through externally commissioned contribution analysis – will depend on the recommendations of the formative review and subsequent development of MMC’s monitoring framework.
Output 1	Research and analysis
Output indicators	<ul style="list-style-type: none"> • Development and publication of 1 annual Mixed Migration Review for 2023; • Publication of 1 (cross-regional) research study/paper; • Publication of 4 short articles on timely topics in mixed migration;

	<ul style="list-style-type: none"> • Quality assurance on approximately 100 publications by the whole MMC network; • Coordination on the development and publication of 20 Quarterly Mixed Migration Updates.
Output 2	Data collection and innovation
Output indicators	<ul style="list-style-type: none"> • Coordination and quality assurance on the global 4Mi data collection programme with 10,000⁸ interviews per year; • Management and quarterly updating with all new interviews of the global 4Mi Interactive data portal; • Support to start-up new or expand existing 4Mi operations (dependent on regional project funding); • Driving and leading on 4Mi and data collection innovation; • Management and coordination of the External Ethics and Methodological Review Committee.
Output 3	Policy and partnerships
Output indicators	<ul style="list-style-type: none"> • Consolidation of existing partnerships with leading migration agencies and development of new partnerships; • Organisation of 1 global 'Friends of MMC' meeting (and support to set up regional friends of MMC groups in MMC regions); • Continuous follow-up on GCM implementation, through engagement in various fora and consultations and 1 written piece; • Participation in ICMPD-facilitated migration dialogues under the Rabat and Khartoum Process; • Development of 1 background paper through consultations as the penholder of the Egypt and Colombia co-chaired Round Table 2 on the Rights and Migration for the Global Forum on Migration and Development; • Membership of and participation in the UN Migration Network work stream on migrant smuggling.
Output 4	Contributing to evidence-based programming
Output indicators	<ul style="list-style-type: none"> • Continuous interaction with operational partners on the ground, to ensure that MMC research design and analysis are guided by operational needs and findings taken up by humanitarian respondents; • Expansion of the information request system and standard operating procedures for 4Mi respondents' referrals to all MMC regions.
Output 5	Communication, dissemination and monitoring
Output indicators	<ul style="list-style-type: none"> • Maintaining, improving and updating the MMC website with new content to attract at least 65,000 unique visitors and further establish it as the go-to resource on mixed migration; • Increasing the voice and audience on social media; increasing the number of Twitter followers from 7,000 to over 10,000 and the number of LinkedIn followers from 10,000 to 15,000; • Engagement with mainstream media; at least 10 media interviews; • Monitoring of MMC activities (see below on MEAL framework).

⁸ It is important to note that these 10,000 interviews are not as such covered under this project nor its budget. MMC globally carries out approximately 10,000 interviews per year, but this is mainly implemented by the regional MMC hubs that are supported by a variety of different donors in the regions (as such, the 10,000 interviews are not a deliverable directly covered by the proposed project). 4Mi budget under the current proposal is set to be used for the global 4Mi architecture and specific activities described under the 4Mi section above.

Output 6	Organisational development
Output indicators	<ul style="list-style-type: none"> • 1 formative review; • Development of strengthened MEAL framework and approach; • 1 action plan for organisational development.

Output 7	Flexible funding allocations for targeted research and/or 4Mi data collection along mixed migration routes to enable for rapid and adaptive capacity to act upon emerging migration dynamics
Output indicators	<ul style="list-style-type: none"> • Developed and delivered to the Danish MFA as part of 2-pager proposals before implementation commences, including specific results frameworks for the proposed activity.

5.1. A note on outcomes, impact and sustainability

Over the years, MMC has influenced terminology and narratives on mixed migration, including the definition of mixed migration itself, which has been widely adopted. On many subjects, ranging from smuggling, to deaths along desert routes to missing women and girls in Yemen, root causes policy or global compact for migration implementation, MMC has put topics firmly on the agenda, changing narratives and ensuring a longer-lasting impact.

As much as possible, MMR is also used to set the scene for further work and new projects by MMC and fits with overall strategy and priorities to create a longer-lasting impact and bringing on board more diverse donors creating sustainability beyond the Danish funding period. For example, the overarching topic of the MMR in 2019 was the future of migration. This focus on the future laid the foundation for a close collaboration between MMC and ICMPD on scenario building workshops for European and African policy makers, which has offered great potential for direct policy engagement and influencing by MMC, and subsequently led to several other projects with ICMPD. The MMR in 2020, focusing on urban migration led to new, Swiss and UK funded projects on urban data collection in Latin America and East Africa, in partnership with the Mayors Migration Council and additional work on migration and cities with UNHCR. Additionally, previous editions of the MMR are widely referenced and the most downloaded publication by MMC long after release and are used in introduction courses and academic curricula, all indicating an impact beyond funding periods.

However, the outcomes - let alone the impact - of a research and policy engagement project are difficult to measure due to the intangible nature, difficulties in conclusive attribution of policy changes to the implemented activities and the often long-term as well as indirect nature of any potential influence that MMC may have on the development of migration policies. As part of this project, MMC will further develop different tools to better track the various outputs, the outcomes and potentially – with the necessary caveats - the impact of its work in a more structured manner, which will be used to measure and evaluate the project.

6. Budget for 2023

	Total DKK	%
A. Outputs	8.828.710	
O1. Research and analysis	1.630.000	16%
O1.1 MMR 2023	850.000	
O1.2 Research piece (1)	210.000	
O1.3 Human Resources	570.000	
O2. Data collection and innovation	1.480.000	15%
O2.1 4MI Global engagement	80.000	

O2.2 Human Resources	1.400.000	
O3. Policy and partnerships	1.250.000	13%
O3.1 Strategic Policy/Research Consultancy	500.000	
O3.2 GFMD policy engagement	350.000	
O3.3 Human Resources	400.000	
O4. Contributing to evidence-based programming	400.000	4%
O4.1 Human Resources	400.000	
O5. Communication, dissemination and monitoring	470.000	5%
O5.1 Communication, visibility	120.000	
O5.2 Human Resources	350.000	
O6. Organisational development	1.290.000	13%
O6.1 Global meeting & capacity building	110.000	
O6.2 Formative review	350.000	
O6.3 Follow-up from formative review/MEAL consultant	260.000	
O6.4 Human Resources	570.000	
O7. Flexible funding mechanism	2.308.710	23%
O7.1 Funding mechanism	2.308.710	
B. Support & shared costs Global MMC Office⁹	504.000	5%
B.1 Office costs (rent, supplies, IT, equipment, etc.)	222.000	
B.2 Shared support costs (HR, payroll, supply chain, finance, admin, grants)	282.000	
TOTAL DIRECT COSTS	9.332.710	93%
C. Overhead (7%)	653.290	
D. Audit	14.000	
GRAND TOTAL	10.000.000	

With the Danish grant to MMC, it will represent approximately 20% of the global MMC funding – global level as well as all regional MMC hubs and projects - in 2023, while given the short duration of most of MMC's project grants, the percentage for 2024 and 2025 cannot be meaningfully estimated.

MMC is responsible for ensuring that funds are spent in compliance with the agreement and with due consideration to economy, efficiency and effectiveness in achieving the intended results. Funds cannot be transferred more than 10% between the indicated budget lines without prior approval from the Danish MFA. Expenditures beyond the total grant cannot be reimbursed to MMC.

7. Institutional and management arrangement

MMC is part of and governed by the DRC. While its institutional link to the DRC ensures that MMC's work is aligned with DRC's operations manual, it acts as an independent source of data, research, analysis and policy development on mixed migration for policy makers, practitioners, journalists, and the broader humanitarian sector. MMC's organisational chart is included in annex III.

A small global team, partly based in Geneva and Brussels, is responsible for the overall strategy and direction of MMC, quality assurance on all publications, global external representation and policy engagement, development of the standard MMC research products, 4Mi coordination and methodological innovation, 4Mi

⁹ Support and shared costs to the Global MMC Office are direct support for finance, supply chain, human resources etc. for the project provided by the respective offices.

Interactive, coordination of cross-regional and route-based projects, global and regional fundraising and technical management of all MMC regional hubs under the network MMC global also leads the development of the MMR. The direct implementation of most of the 4Mi data collection projects and additional research projects and the development of most of the MMC publications, are conducted through regional hubs as part of the MMC network.

The global office consists of the Director of MMC, the Deputy Director and Global Programme Coordinator, the Head of Research and 4Mi, a Global Communication Coordinator, a global grants, finance and Administration Coordinator and a Data Analyst.

The Director of MMC reports to the DRC Executive Director for Programme, Policy and External Relations. This is primarily a management reporting line. Though in theory the DRC ED could decline new ideas and lead the direction of MMC, this has not been happening in practice in the past five years. Living up to the spirit of MMC as an independent knowledge centre, DRC has granted MMC the full freedom to define its strategy and workplans. DRC HQ and the DRC ED for PPER do not review the content of any of MMC's publications and are not involved in decisions on partnerships or the content of proposals. There has been no funding from DRC HQ going to MMC at global level, with MMC being responsible for its own fundraising.

The MMC network is led by the global MMC team. In close cooperation with the Heads of MMC's regional hubs as the MMC Senior Management team, the global leadership of MMC:

- sets the framework for planning, prioritisation and strategy development;
- establishes and monitors the application of common guidelines;
- manages the shared resources of the network (e.g. editing, design);
- leads on global fundraising and supports wherever possible (cross) regional fundraising;
- leads on global communication;
- is responsible for quality control and supports regional hubs in maintaining high-quality research and publication standards;
- leads on global partnerships and cooperation agreements;
- ensures overall coordination within the MMC network and with DRC HQ;
- is responsible for global representation of the MMC in fora such as the GFMD and GCM, with HQ, and at capital level with major partners and donors.

Additionally, the 'Friends of MMC' groups acts as an advisory council in helping to set the overall strategic direction of MMC, including advice on the MMC strategy, priorities, and objectives and work plans.

Heads of MMC regional hubs have a management reporting line to the DRC regional office (the Regional Head of Programme) and a technical reporting line to the MMC Director. The technical reporting line includes all matters related to content and positioning, overall strategic direction, quality of research and analytical output, analytical and research priorities, core deliverables, external representation and input into the assessment of performance of the regional heads of MMC. The management reporting line is primarily a hosting arrangement and includes all matters related to day-to-day operations, budgets, HR, risk management and safety, formal performance appraisal as well as regional fundraising, and the creation of synergies between MMC evidence and regional programmatic responses and advocacy by DRC.

It is the responsibility of the MMC senior management (global team and regional head of MMC hubs), and the DRC hosting offices (including regional line management) to secure and provide the time, space and independence to MMC regional hubs to deliver on the core principles as well as the strategic priorities outlined in this strategy, which given the nature of the work of MMC requires 'mental space' and a certain distance from day-to-day operations and meetings.

While no review of the content of MMC publications by DRC HQ takes place at global level, at regional level, in case of potentially sensitive content that might endanger beneficiaries, staff or DRC operations in general at country level, DRC does review the content of MMC publications. MMC has developed clear and practical risk mitigation guidelines and processes for sign-off. Ultimately, a DRC country director has veto power over MMC publications, but not before a proper process has been followed, all potential mitigation options considered (e.g. use of logo's, disclaimer, internal dissemination, third-party dissemination, etc.) and if need be, decisions could always be elevated to Regional Director and HQ level. In practice, no MMC publication has been vetoed by DRC in MMCs history.

MMC's systems and financial requirements are fully integrated with DRC. DRC uses an ERP system 'Dynamics' across HR, Supply Chain, Grants and Finance, thus facilitating a transparent grant, human resource, procurement and financial monitoring. It is a Microsoft Dynamics 365 cloud-based solution maintained and supported by Microsoft. DRC has developed a comprehensive principles, policies, roles and responsibilities, as well as quality standards for all aspects of finance management. Those are outlines in DRC's Operations Handbook. Respective Chapters can be shared upon request. Those are assessed by the Danish MFA during inspection visits and are regularly under scrutiny as part of organisation wide audits commissioned either by donors, or as part of the regular project audit practice.

8. Programmatic and financial management, planning and reporting

8.1. Annual progress reporting

MMC shall submit an **annual narrative progress report** detailing i) progress as compared to the defined (original or revised) outcome and output targets, and ii) explanations of challenges encountered and how these have been handled in accordance with a standard template submitted by the Danish MFA.

MMC shall further submit **annual financial report and audited financial statement** showcasing progress against the agreed plan and budget. The financial report shall be drawn up to the same level of detail as the detailed budget and include i) funds received, ii) actual expenditure for the period and accumulated funds, and iii) variance between budget and expenditure. The report shall be signed by the responsible authority and shall include a bank statement and bank reconciliation. The financial reports shall be prepared in accordance with the 'General guidelines for financial management'.

Both reports shall be submitted to the Danish MFA no later than six months after the reporting year following the schedule below:

Output	Deadline
Annual narrative progress report, annual financial report and audited financial statement for 2023	1 July 2024
Annual narrative progress report, annual financial report and audited financial statement for 2024	1 July 2025
Final narrative progress report, annual financial report and audited financial statement for 2025	1 July 2026

8.2. Annual consultations

Annual status consultations between MMC and the Danish MFA will be held in order to discuss:

- MMC's utilization of the Danish contribution;
- Plans for use of Danish contributions for the upcoming year Danish policy priorities in the area of migration and data;
- Possible concerns of Denmark in relation to the MMC's performance;
- Any other topic considered relevant.

Annual status consultations are also an opportunity for MMC and the Danish MFA to raise issues such as continually working on efficiency improvements within the organization and the fight against corruption and misconduct, including sexual exploitation, abuse and harassment, and transparency in this regard. The Danish MFA will further assess and discuss policy priorities through participation in formal and informal meetings, engaging in thematic briefings as well as in connection with the annual status consultations.

9. Risk Management

In 2019, MMC underwent an extensive internal risk mapping exercise with regard to the 4Mi programme, resulting in several action points. Risks are continuously monitored and the risks matrix updated when needed.

9.1. Contextual risks

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
The 4Mi enumerators operate without direct support of DRC managers, some in conflict affected locations.	Likely	Significant	All data collection activities are reviewed by regional and national safety advisors to ensure risks are managed All enumerators are instructed of their right to withdraw and safety reporting. DRC has completed an HQ-led risk assessment in 2019 and the recommendations incorporated in DRC country risk-registers and 4Mi handbook.	Very limited risks given all the precautions	In 8 years of 4Mi, with over 110,000 interviews, hundreds of enumerators in more than 25 counties, including high-risk countries, hardly any serious incidents have taken place with enumerators, and where incidents took place, these were dealt with effectively. In cases, 4Mi data collection has been paused or suspended, if safety of enumerators could no longer be guaranteed, such as in Libya, in Afghanistan or globally after the start of the Covid-19 pandemic.
Protection of interviewers and interviewees.	Likely	Significant	All data is anonymous. Interviewees can file complaints. Enumerators are well trained. For interviewees, response as above. All procedures outlined in the 4Mi handbook.	Very limited risks given all the precautions.	As above.

9.2. Programmatic risks

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
MMC collects data and publishes results that might challenge and/or	Likely	Significant	Clear risk mitigation guidelines and processes for assessment of risks and sign-off on publications established. Close editorial guidance continues to ensure high quality. Other	Very limited risks given all the precautions.	This remains a balancing exercise for MMC, as being part of DRC, between being able to fully publish all our findings as an independent knowledge centre versus taking into account DRC

criticize governments, and could thereby affect the safety of staff or beneficiaries or operations of DRC.			risk mitigation measures implemented in 2019 include: 1) work through proxy-locations (e.g. collecting data in neighbouring countries; 2) work through partner organisations; and 3) gaining official approval by the government to collect 4Mi data.		operations in countries where DRC is present.
Migration remains a politically sensitive and volatile topic with constantly shifting priorities and subsequent changes in the funding environment, potentially affecting regional MMC hubs and 4Mi programmes, on which MMC globally is also dependent.	Unlikely	Minor	MMC experts are on top on the migration debates and constantly renew our thinking and develop new ideas to respond to shifting priorities. MMC global team actively supports the regional hubs in fundraising. Fluctuations in the size of regional hubs teams and portfolios are unavoidable but manageable.	Very limited risks given all the precautions.	MMC, predecessors included, existed for more than ten years and has been able to remain highly relevant, despite the rapidly changing migration dynamics, funding environment, shifting priorities and increasingly competitive migration sector, and has thus developed a proven approach on how to remain relevant.
Quality of data and fraud by enumerators	Unlikely	High	Issues of data quality, validation, ethics, fraud etc. are all extensively covered in the 58-page 4Mi Operational Handbook and training guidance. Fraud detection measures include GPS checks, random variation in order of questions, data validation, bias analysis, time checks, country supervisors, etc. Disciplinary actions in case of fraud detection are outlined.	Very limited risks given all the precautions.	With data collection by more than a 100 enumerators in the field, sometimes in remote location with limited direct oversight, there is always a risk of fraud by enumerators. This is an inherent risk with any such data collection project. With all measures taken and extensive training, MMC is confident this risk mitigated to the maximum level possible.

9.3. Institutional risks

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
Engaging with local partner can pose certain financial risks, such as diversion of	Unlikely	Major	DRC will secure proper vetting of local partners and robust capacity building system.	Very limited risks given all the precautions	With the proper vetting that takes places and the way that MMC is embedded in DRC's approach with implementing partners, the

funds, corruption, or simple irregularities.			DRC to monitor exchange rates fluctuations and to stay in regular contact with the donor on options for mitigating such situations.		risks here remain rather low.
Instrumentalisation of MMC by actors with specific motivations – such as donors on which MMC is dependent or partners - at the risk of making MMC less impartial.	Very unlikely	Significant	MMC uses a standard document with 13 questions about partnerships that need to be considered and answered with the full document signed before entering into any partnerships. Based on these on these questions, it is clear whether there is a risk of instrumentalisation. With the careful decision making in place, it is extremely unlikely it would ever come to a situation where MMC would decide to cancel a grant during implementation, but in case of a sudden political change in approach by a donor state it could potentially happen in a very unlikely scenario. Contracts of staff have relatively short noticed periods and contracts with consultants can be cancelled at any time in case of funding shortages, and as such there is always an exit strategy in case funding would fall away.	Very limited risks given all the precautions.	Up until this point, MMC has been relatively free in criticising government actions, including those by some of MMC’s key donors. A restriction of that freedom would be a red line. MMC is working hard to secure a donor base that enables MMC to reject donor funding that does not fit with our vision; there have been several examples in the past where we said no to project proposals.
Key employees of MMC are leaving the organisation.	Almost certain	Minor	Recruitment of new committed staff	Every small organisation will be affected if key and highly committed individuals that performed well leave. MMC receives multiple unsolicited applications every week and receives hundreds of applications	If committed people leave, other committed people can be recruited. MMC by now is more than particular individuals. High turn-over was an issue in the very beginning and has been repeatedly discussed as a challenge in the early years of MMC, but by now MMC have a core group who has been with MMC for a long time, which signals the growth and stability.

				s to vacancies. There is a large pool of good and committed people. Everybody can be replaced.	
Donor withdrawal	Almost certain	Minor	Donor diversification	As any organisation that is dependent upon donor/project funding, the risk of a major donor withdrawing with an impact on MMC's work will always remain.	A significant expansion of the donor base over the past five years has somewhat reduced the risk of a major impact of donor withdrawal. As in any organisation that depends on donor funding, if a donor stops supporting MMC, there is an impact in terms of reduced activities or staff. Yet as long as the foundation of the network remains intact, the risk is limited.

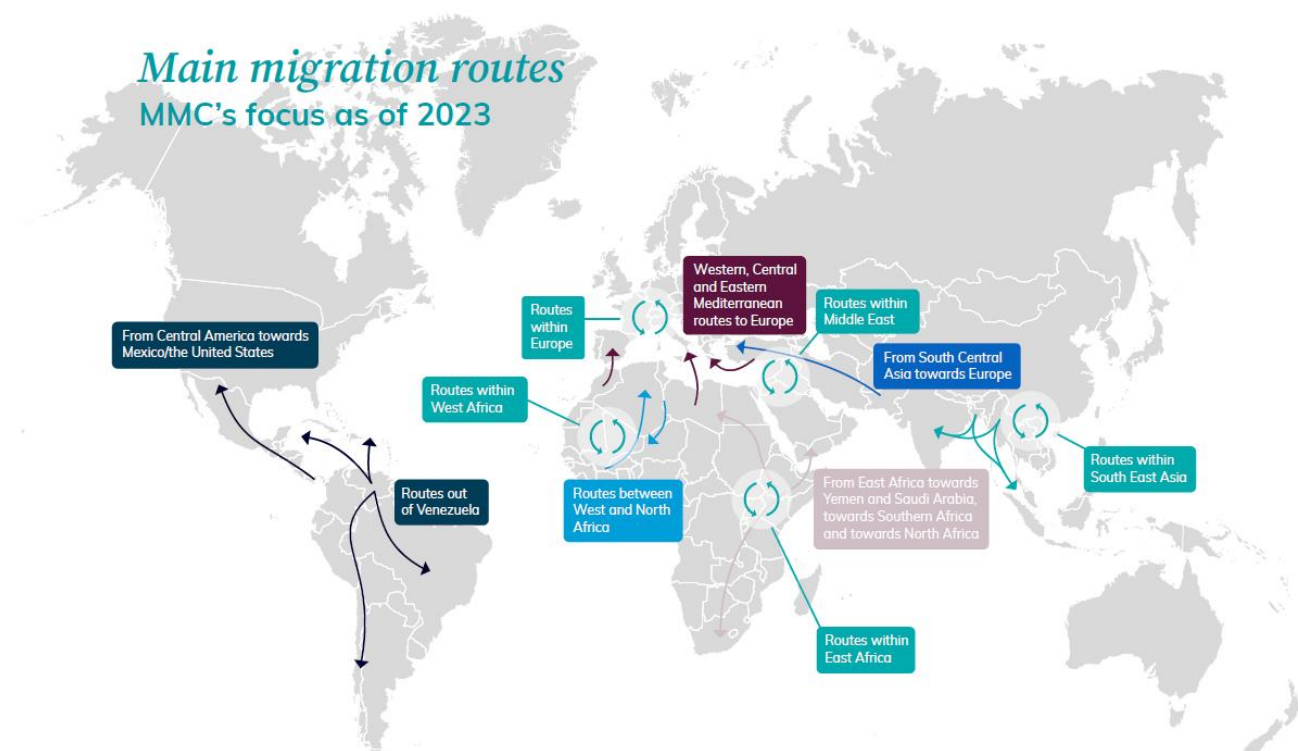
10. Closure

MMC shall submit a **final narrative report** covering the last project period for 2025 detailing i) progress as compared to the defined (original or revised) outcome and output targets, ii) explanations of challenges encountered and how these have been handled, and iii) lessons learnt supported by evidence and sustainability in accordance with a standard template submitted by the Danish MFA.

MMC shall further submit a **final financial statement of accounts and a final audited financial statement** covering the last project period for 2025 in line with the Danish MFA's 'General guidelines for financial management'.

Both reports shall be submitted as soon as possible and no later than six months after project completion to the Danish MFA. Based on the final reporting from MMC, the Danish MFA will have the responsibility to draft a final results report (FRR) and ensure the closure of accounts.

Annex I: Key Migratory Routes for MMC



Annex II: Partner assessment

Brief presentation of partners

MMC is a global network engaged in data collection, research, analysis, and policy and programmatic development on mixed migration, with regional hubs hosted in DRC regional offices in Africa, Asia and the Pacific, Europe and Latin America, and a global team based across Geneva and Brussels. MMC is a leading source for independent and high-quality data, research, analysis and expertise. MMC aims to increase understanding of mixed migration, to positively impact global and regional migration policies, to inform evidence-based protection responses for people on the move and to stimulate forward thinking in public and policy debates on mixed migration. MMC's overarching focus is on human rights and protection for all people on the move. MMC is part of DRC.

Summary of partner capacity assessment

MMC is a programme under DRC that produces independent data, research and analysis on mixed migration, which can be seen as a public good that the world needs. MMC brings something quite rare and substantial to the debate, which would not otherwise be available. The quality of MMC's products is quite unanimously praised by its partners – governments, NGO's and UN-organisations - as well as other users including research institutions. MMC helps fill a critical gap in the policy debate on an issue of high international relevance and a priority policy area of Denmark. MMC has received three consecutive grants from the MFA and performed very well, (over)achieving on all outputs. Previous audits of Danish funded MMC projects have not brought up any issues. As part of DRC, MMC complies with all DRC processes, operational manual, Code of Conduct, etc. MMC has an operational handbook for 4Mi data collection, aligned on all fronts with DRCs operational manual and has a complaints mechanism in place.

Summary of key partner features

Name of Partner	Core business	Importance	Influence	Contribution	Capacity	Exit strategy
Mixed Migration Centre, part of Danish Refugee Council	Data collection, research, analysis and policy and programmatic engagement on mixed migration	High – while the project provides 20% of total MMC global network turnover of all MMC regional hubs, it is very important for the global set-up in terms of overall direction, organizational development, external representation, methodological innovation, partnership development and quality assurance	High – the project supports MMC at global level, which sets the overall direction and assures overall quality of all of MMC's activities globally	In addition to setting the overall direction of MMC global network, quality assurance, innovation, the main contributions are described in detail under each of the 7 activity strands: 1) research and analysis; 2) data collection and innovation; 3) policy and partnerships; 4) evidence-based programming; 5) communication and dissemination. 6) organisational development 7) flexible funding mechanism for targeted research and/or 4Mi data collection along mixed migration routes	Strength: high-quality publications; seen as independent/honest-broker; agile network approach; unique access to migrants and refugees on the move; a knowledge centre/think tank, but part of a humanitarian organization Weaknesses: mainly project-based; dependent on donor funding; DRC operational concerns have to be taken into account Opportunities: mixed migration remains a crucial topic; strong links with climate change, another emerging topic Threats: migration is a sensitive topic; changing political priorities; working in insecure environments	Donor diversification – both in terms of number of donors and type of donors, to reduce dependency on single donors

Annex III: Detailed description of activities

Research and analysis

[The Mixed Migration Review](#)

The Mixed Migration Review¹⁰ (MMR) is the flagship annual report of the MMC first published in 2018 by funds from the Danish MFA. Since 2019, the development of the MMR has been co-funded by Switzerland and since 2020 by the Robert Bosch Foundation. The report offers a deep analytical dive into the world of mixed migration, and it uses the mixed migration lens as a critical and necessary framework to understand and respond to the complex characteristics and protection imperatives that define contemporary human mobility.

The MMR speaks directly to MMC's vision: *Migration policies, responses and public debate are based on credible evidence, nuanced understanding of mixed migration, placing human rights and protection of all*

¹⁰ <https://mixedmigration.org/mmr/>

people on the move at the centre. The MMR does not offer one-size-fits-all solutions or simple conclusions, but raises many difficult questions and recognises and engages with the complexity of the mixed migration phenomenon. It aims to offer a voice of reason and to contribute to a more rational, nuanced and evidence-based understanding and analysis in a highly politicised migration debate. A debate in which there are no easy answers. Which makes it even more important to offer a platform for, and to listen to, different voices in the migration debate and to allow space for new thinking.

The **objectives of the MMR** are:

- To contribute to a better, more nuanced understanding of mixed migration;
- To contribute to more rational and evidence-based public and policy debates on mixed migration;
- To offer a comprehensive overview of the state of mixed migration globally.

In terms of **content**, each MMR offers a number of standard sections:

- Global **overview of mixed migration trends and dynamics** and **new policy developments** of the past year ('keeping track') by region;
- A series of thought-provoking **essays** looking at the most salient and polemical issues facing mixed migration;
- A series of **interviews** with individuals and officials closely associated with or relevant to the sector and its challenges;
- **Data** updates from MMC's 4Mi project, presenting a selection of data from the approximately 10,000 interviews with refugees and migrants MMC conducts every year along different mixed migration routes across the globe, ensuring the voices of those on the move in mixed migration are heard;
- **Migration stories** of individual migrants or families of migrants, using a small number of the interviews with people on the move.

Additionally, every year MMR introduces new features and may present a different overarching focus, reflective of the dynamic and fast-evolving nature of mixed migration. In 2019, the MMR focused on the future of migration, in 2020 on urban migration, in 2021 on reframing human mobility, and in 2022 on alternative ideas and solutions. The MMR reports are usually launched at the end of the year.

The current project will support the development and publication of one edition of the annual Mixed Migration Review per year.

[Global quality control, guidance and cross-regional coordination of all MMC research](#)

After its establishment in February 2018, MMC developed editorial guidelines to ensure a common standard and clear guidance on the use of the mixed migration definition and terminology and worked on streamlining various internal processes for research and publications.

As part of its role in overall quality assurance, MMC global team is closely involved in all research and publications by MMC regional hubs. In addition to a review of the initial Terms of Reference and regular updates on progress throughout each research project, all publications (whether extensive research reports, online articles, 4Mi snapshots or research papers) undergo final, detailed review by the global team. Additionally, MMC global team initiates, coordinates and develops frameworks for several cross-regional research projects that are conducted by MMC regional hubs.

Under this project, the MMC global team will provide quality assurance and coordination for all research conducted by the full MMC network. At this stage, the total number of outputs (e.g. reports, papers, snapshots, etc.) is only tentatively known for 2023 based on the regional work plans and stands at around

100 publications. Numbers for 2024 and 2025 cannot be quoted yet as this depends on the portfolios of the different MMC hubs, which falls outside of the scope of this proposal and is highly dependent on regional funding.

Dedicated research publications and online articles

In the last few years and in addition to the Mixed Migration Review, MMC global team has also published research papers. Examples include studies on the Global Compact for Migration implementation¹¹, the GCM in the time of Covid-19¹², mixed migration from Venezuela¹³, climate change and mobility in the Horn of Africa¹⁴, best practices in evidence-based programming¹⁵, and kidnapping in mixed migration flows¹⁶. These studies have all provided new and timely insights into current debates, and at the same time have met more strategic goals for MMC. For example, the Venezuela study paved the way for MMC's expansion and the establishment of MMC Latin America, the study on evidence-based responses made a substantial contribution to MMC's objective of informing programmes, and MMC's position as a key thought leader has been established through its GCM and climate studies.

In addition to research papers, MMC regularly publishes short articles (by MMC staff or guest authors) on timely topics in mixed migration¹⁷, to ensure up-to-date analysis, stimulate forward thinking and provide necessary nuance in the migration debate. While MMC aims to be a leading voice and to influence the migration agendas and debate, MMC also need to be responsive to the fast-changing dynamics in the mixed migration sector and as such, the topics for new research projects remain to be determined.

Over the course of the project, MMC will implement one dedicated research project each year resulting in a research report or paper, and publish four website articles per year. These research projects will be implemented in cooperation with one or more of the MMC regional teams (making it a cross-regional comparison).

Quarterly Mixed Migration Updates

In 2019, MMC introduced the Quarterly Mixed Migration Updates (QMMU), which is an update on new trends and developments in mixed migration based on a compilation of external resources, published in harmonised design and on the same day every quarter across all regions. The QMMU's are a key component of MMC's role as a service provider to the sector, ensuring policy makers, practitioners, researchers and others are able to stay up to date on all trends without having to visit many different sources.

While the QMMU's are developed by the MMC regional hubs, the MMC global team ensures overall coordination, quality assurance, communication and dissemination.

QMMU's will be published every quarter for every region with a MMC hub under the overall coordination and quality control and disseminated by MMC global. 20 QMMU's are published per year.

Data collection and innovation

¹¹ <http://www.mixedmigration.org/resource/wheels-in-motion/>

¹² <http://www.mixedmigration.org/resource/covid-19-and-the-global-compact-for-migration/>

¹³ <http://www.mixedmigration.org/resource/waning-welcome-the-growing-challenges-facing-mixed-migration-flows-from-venezuela/>

¹⁴ <http://www.mixedmigration.org/resource/challenging-the-climate-and-migration-paradigm/>

¹⁵ <http://www.mixedmigration.org/resource/evidence-based-operational-responses-to-mixed-migration-challenges-and-best-practice/>

¹⁶ <http://www.mixedmigration.org/resource/everyones-prey-kidnapping-and-extortionate-detention-in-mixed-migration/>

¹⁷ <https://mixedmigration.org/articles/>

[The flagship data collection project 4Mi](#)

4Mi is MMC's flagship data collection project. Regional teams in West Africa, North Africa, East Africa, Asia, Europe and Latin America collect and analyse data on mixed migration dynamics. Launched in 2014, 4Mi today consists of a network of around 100 enumerators in 12 countries. Stationed in known gathering points for refugees and migrants on commonly used routes, 4Mi enumerators use questionnaires to conduct in-depth structured surveys of people on the move on a continuous basis. These surveys provide indicative insights into the profiles, drivers, aspirations, decision-making, and experiences of refugees and migrants along mixed migration routes, including protection violations, the smuggler economy, and needs for information and assistance. 4Mi also conducts short-term, topic-specific surveys in particular locations. To date, 4Mi enumerators have conducted more than 110,000 surveys.

A global 4Mi coordinator is responsible for continuous professionalization and harmonisation of the approach across all regions, improving the methodology, centrally designing and revising the surveys, updating the operational handbook, transition to new standardised data collection software, ensuring higher-quality and standardised outputs and developing 4Mi into a truly global system with comparable data across all regions, making it the largest in-depth data collection system on migration globally.

Additionally, this global management and coordination structure of 4Mi – as well as the existing infrastructure of regional teams - allows for rapid adaptation when needed, as amply proven at the onset of the global Covid-19 pandemic. Within weeks, MMC had consulted with stakeholders and developed a new survey and methodology to enable remote data collection. Global coordination also facilitates expansion of 4Mi operations, providing tools and capacity to support rapid set-up and implementation and ensure quality, as occurred in Europe and Latin America in 2019.

With the fundamental principles of a standardised, comparable 4Mi in place, the global coordination function can now provide a mechanism for quality improvement across the system, and the sharing and implementation of best practice, as well as the development of innovative tools ranging from data collection to its communication, such as the development of an interactive online data portal launched in 2021. Capacity building will be an important component in the coming years, so that MMC can fully benefit from the high-quality standardized data, and build a strong team globally. The global team plays a key role in developing training materials, guidance, and in supporting regional staff in high-quality implementation of data collection and processing, as well as analysis and communication of that analysis. Finally, the global 4Mi coordinator also manages the External Ethics and Methodology Review Committee.

[Innovation of 4Mi](#)

Throughout 2020 and 2021, the MMC global team has been developing various new innovative concepts for 4Mi data collection in order to continue to advance our knowledge and strategically align our work with new trends and developments. Examples include:

- 4Mi urban: data collection focused on refugees and migrants in cities;
- 4Mi climate: data collection focused on better establishing the links between climate change and international migration;
- 4Mi longitudinal: repeatedly interviewing the same respondents while they are on the move;
- 4Mi returns: a specific survey for returnees.

Further developing these and other new concepts, remains a core activity for the MMC global team under the overall data and innovation activity strand. Concretely, this project will support the development of:

- **New methodological tools** for existing 4Mi, which ensure the highest possible quality data and at the same time ensuring that MMC is a sector leader in data collection among people on the move. This may be done in partnership with others in the sector or with academic institutions;
- The **tools needed for the new concepts** for 4Mi. A key issue will be sampling, and the global team will lead on developing the appropriate tools and approaches for each concept within these particularly hard-to-reach populations. In addition, there are questions on retention of participants for longitudinal data collections, and how best to gather data on the link between climate change and cross-border migration;
- **Mixed methods research**, where MMC will harness the existing knowledge in qualitative data collection across regions to develop standard tools and principles on qualitative data collection, as well as guidance on how to combine qualitative and quantitative research, which can easily be taken up and implemented in regions where capacity is lower;
- Start **developing new ideas** around how refugee and migrant voices can be more strongly represented and incorporated in data collection and research, including the use of different tools and approaches for more participatory research.

Under this project, the MMC global team provides the overall management, coordination and quality assurance of the global 4Mi programme – conducting approximately 10,000 interviews per year based on the regional projects implemented by the MMC regional hubs as part of the MMC network - ensures access to 4Mi data through the online portal, and drives further innovation and externally represents 4Mi at global level.

Policy and partnerships

Partnerships

MMC is a relatively small organisation with highly independent global and regional teams working together in a network organisation to ensure agility. However, to increase MMC's visibility, multiply impact and scope and reach as well as ensure uptake of MMC's data and analysis, MMC often collaborate with other organisations and are active members of different fora. At a global level, MMC have signed Memoranda of Understanding (MoU) with IOM, UNHCR, ICMPD, OHCHR and the Danish Red Cross. Example include;

- With the **IOM** for many years, MMC has shared the 4Mi data on missing migrants and migrant deaths, providing the largest source of data for IOM's Missing Migrants Project¹⁸;
- With the **UNHCR**, MMC has shared the 4Mi data on protection incidents along migration routes to and through Libya for a joint UNHCR-MMC report on violence against refugees and migrants¹⁹. And for a more recent appeal on protection, saving lives and solutions for refugees²⁰ in dangerous journeys in Africa;
- With the **ICMPD**, MMC has signed a MoU to formalise and expand existing cooperation as part of which MMC has been leading the scenario building workshops within the context of the Khartoum and Rabat Processes, enabling the uptake of MMC data and expertise during closed-door meetings with European and African policy makers.

¹⁸ <https://missingmigrants.iom.int/>

¹⁹ https://mixedmigration.org/wp-content/uploads/2020/07/127_UNHCR_MMC_report-on-this-journey-no-one-cares-if-you-live-or-die.pdf

²⁰ https://reporting.unhcr.org/document/2247#_ga=2.181305575.1728159889.1652178876-45768309.1643724966

Furthermore, MMC works with other UN agencies to conduct 4Mi data collection that fits with their respective mandates, such as with UNODC on migrant smuggling, with UNFPA on migrant youth, and with OHCHR on socio-economic rights of refugees and migrants.

Under this project, MMC will consolidate existing partnerships and actively pursue new partnerships to amplify the MMC's voice and reach larger and more differentiated audiences. This includes the further development of partnerships for targeted 4Mi data collection.

The Friends of MMC

The 'Friends of MMC' is MMC's independent advisory council established in 2019. The advice and support of the 'Friends of MMC' enhance MMC's capabilities, resources and networks, and increase the scale and impact of its work. The objective of the 'Friends of MMC' is to help set the overall strategic direction of MMC, including advice on the MMC strategy, priorities, objectives and work plans. More informally, MMC acts as a convener to create a space for discussion between traditional donor countries, UN agencies, and NGOs. Current members are IOM, UNHCR, OHCHR, DRC, NRC, ICMC, ICMPD, Danish MFA, Swiss FDFA, European Commission (INTPA), British FCDO and the Robert Bosch Foundation. The group meets once a year, either in Geneva or virtually.

Diversity in the 'Friends of MMC'

In order to ensure the representation of organisations and stakeholders in the global South, MMC has worked on setting up regional friends of MMC groups in each of the MMC regions, including local civil society organisations and other national and regional stakeholders. Ideally, these groups meet once a year as well, at the start of MMC's annual planning cycle and before the global friends of MMC group meets to ensure a bottom up approach and uptake of regional advice and priorities in the development of MMC's global strategy.

MMC global will organise one global 'Friends of MMC' meeting per year over the course of the project and set-up regional friends of MMC groups.

The Global Compact for Migration

Since its establishment in February 2018, MMC has closely followed the GCM. First during the negotiations, through the publication of 5 policy statements on the zero draft²¹, the 2nd round of negotiations²², the revised draft ¹²³, the revised draft ²²⁴ and the final round of negotiations²⁵, participation in various consultation meetings and active membership of the Civil Society Action Committee.

After the adoption of the GCM in December 2018, MMC remained closely involved in monitoring its implementation. Under the previous 2-year grant period from the Danish MFA, the MMC published the first global stocktaking report on implementation of the GCM²⁶ in 2019. The MMC was subsequently invited to present in plenary in Quito at a high-level panel during the Dialogue on GCM implementation with all stakeholders (states, civil society, UN, business, mayors) of the Global Forum on Migration and Development. In 2020, as the full scale of the global Covid-19 pandemic, the related economic and protection crises and the impact on mobility became more and more apparent, MMC launched a study²⁷ on how the GCM – itself born out of a crisis – is fit for purpose to guide the response, and to explore what the impact of the Covid-19 crisis itself will be on GCM implementation. Again, this was the first study taking stock of how the GCM was actually

²¹ https://mixedmigration.org/wp-content/uploads/2018/07/policy_gc_assessment_180219.pdf

²² https://mixedmigration.org/wp-content/uploads/2018/07/policy_gc_statement_2round.pdf

²³ https://mixedmigration.org/wp-content/uploads/2018/07/policy_gc_review_draft_rev1.pdf

²⁴ https://mixedmigration.org/wp-content/uploads/2018/07/policy_gc_review_draft_rev2.pdf

²⁵ https://mixedmigration.org/wp-content/uploads/2018/08/policy_gc_statement_final-round_180722.pdf

²⁶ https://mixedmigration.org/wp-content/uploads/2019/10/078_wheels_in_motion.pdf

²⁷ https://mixedmigration.org/wp-content/uploads/2020/09/132_covid_and_the_global_compact_for_migration.pdf

being used in times of crises. In 2021, MMC published a critical piece²⁸ on GCM implementation and the possible replication of North-South divide in global migration governance.

With regional and national implementation plans being developed and the GCM entering a new phase after the first International Migration Review Forum took place in May 2022, there will be ample space for MMC to remain at the forefront on following up on the GCM implementation and launch new papers to contribute to maintaining the momentum.

Under this project, MMC will follow up on the GCM implementation through engagement in various fora and consultations and written critical analysis.

Ongoing engagement and contribution to global policy processes and debates and media engagement

MMC regularly participates in conferences, round tables and other fora, and regularly provides updates on mixed migration trends and policies, from small off-the-record presentations at embassies to academic conferences and High-Level panel presentations.

Concrete examples in recent years are MMC's participation in the Global Forum on Migration and Development editions in 2018 in Marrakesh (where MMC acted as discussion starter on mixed migration), and 2019 in Quito, where the MMC was the thematic lead on mixed migration for civil society and presented on the GCM implementation during a high-level panel in plenary, and MMC's presentation during one of the roundtable at the IMRF in New York in 2022. Early 2023, MMC has accepted to be the penholder for Roundtable 2 on Rights and Migration co-chaired by Egypt and Colombia for the upcoming Global Forum on Migration and Development in Paris in February 2024. The work will include the intake of contributions during consultations with member states and thematic experts and the development of the background paper.

Another example is MMC's involvement in various migration dialogues between states through ICMPD, such as the Khartoum and the Rabat Processes, where MMC presents the latest mixed migration trends and organises scenario-building workshops for policy makers. In 2022, the MMC also organised regular joint webinars with IOM presenting the latest data and trends on specific migration routes and organised two events (a roundtable and a webinar) on the GCM implementation.

MMC core staff continue to be available to provide technical advice and presentations to policy officers, diplomats and practitioners, offering independent analysis and aiming to stimulate new thinking and challenging myths. In the context of a new longer-term partnership with Denmark, MMC would in particular offer regular briefings to Danish policy makers in Copenhagen or at embassies around the world based on the latest MMC research and activities. With migration playing such a key role in the Danish Foreign and Security strategy, MMC is well placed to contribute to ongoing policy development based on sound evidence. Overall, this specific activity mainly requires staff and travel coverage.

Under this project, MMC will be involved in various policy processes, in particular the Global Forum on Migration and Development, further strengthen the involvement in migration dialogues (through cooperation with ICMPD) and continue to organise and present at briefings to (Danish) policy makers.

Contributing to evidence-based programming

While MMC itself does not provide direct assistance and service delivery to refugees and migrants, by nature of being part of DRC and with its aim to serve the broader humanitarian sector, it is important to ensure the

²⁸ <https://mixedmigration.org/articles/same-old-same-old-are-we-seeing-a-resurfacing-of-the-north-south-divide-in-gcm-implementation/>

uptake of evidence in operational programming. In various settings and regions, data and analysis by MMC is already and has been informing DRC programming.

In some cases, MMC's research has informed the set-up of programmes by donors funding operational responses. A key example is the DFID Safety, Support & Solutions programme. In 2017, DFID opted to establish a dedicated mixed migration programme based on a number of MMC (and its predecessor, the RMMS) products, explicitly referencing RMMS data and analysis in the business case to create the programme. DFID as well as the Danish MFA expressed that the analysis had influenced global decision-making on allocation of funds and donor engagement. Mixed migration contexts are relatively new to the wider aid community, and are proving particularly challenging for effective programme response. Operational responses to mixed migration require the adaptation of existing models and approaches to a "new" reality of diverse and often very mobile target populations. In several contexts, MMC has played a central role in accompanying humanitarian actors in this process. Most important, MMC has ensured the production of evidence that fills operational information gaps, in a timely and easily digestible format. MMC's research objectives and questions are produced through a collaborative process with operational partners on the ground, and its findings are disseminated in various formats and fora.

Between 2017 and 2020, MMC data collection and research made up a large component of a large DFID-funded migration programme along the migration routes from West to North Africa, through which new and better ways of working were developed, ensuring a better uptake of MMC analysis in the operational programmes.

In 2019, MMC commissioned a study²⁹ with support from the Danish MFA on challenges and best practices of evidence-based programming on mixed migration. The study offered various concrete examples of how MMC has influenced responses on the ground, such as:

- In Afghanistan, 4Mi data highlighted gaps in existing responses in Nimruz region, prompting DRC Afghanistan to expand operational coverage to the area;
- In Niger, 4Mi data was used to inform content in training sessions targeting local authorities;
- In Burkina Faso, 4Mi data on the involvement of security actors in protection incidents affecting refugees and migrants, was presented to and discussed with security actors directly by DRC's Danish Demining Group;
- In West Africa, 4Mi's foothold in West Africa functioned as a strategic entry point for DRC to initiate mixed migration programming in Mali, Niger and Burkina Faso;
- In partnership with UNFPA, 4Mi implemented urban surveys among refugee and migrant youth which helped shape operational trials and pilot interventions with youth across 4 cities (Beirut, Cairo, Nairobi, Tunis).

Based on the study, MMC also developed and gave a presentation for MMC and DRC staff in various regions in order to further create stronger linkages between research and programme staff.

Furthermore, new tools have been developed to respond to requests for information and analysis from other humanitarian partners and to create closer links between data collection and protection responses. In North and West Africa, the MMC has developed an information request system, to allow humanitarian partners to submit specific tailor-made requests for quick 4Mi data analysis. MMC has also developed standard operating procedures for the orientation of 4Mi respondents to existing protection and assistance referral systems.

²⁹ <http://www.mixedmigration.org/resource/evidence-based-operational-responses-to-mixed-migration-challenges-and-best-practice/>

Particularly after the adaption to Covid-19 focused data collection, MMC received and responded to dozens of data and analysis requests from humanitarian partners.

The MMC will further expand the information request system, as well as the standard operating procedures for 4Mi respondents' referrals to all other MMC regions. MMC will also continue to facilitate exchange and mutual learning between research and programme response staff.

Communication & dissemination

At the 2020 'Friends of MMC' meeting, dissemination of research came out as an important point of attention. While much progress has been made in improving MMC's visibility through communication and dissemination, MMC aims to continue to improve and draw an even larger audience to work of MMC.

The MMC website

The MMC global website (www.mixedmigration.org) is a go-to resource on mixed migration, featuring a range of research reports (both by MMC and other agencies), papers, quarterly mixed migration updates, policy briefs and articles on mixed migration. As of 2021, the website also features the global 4Mi data portal, which is another crucial step in making our data more accessible. Over the past years, the number of website users increased from 18,000 in 2018, 32,000 in 2019, 44,000 in 2020 to 62,000 in 2021.

Under this project, MMC will maintain, improve and update the website with new content to attract an increasing number of visitors and keep the 4Mi Interactive portal up to day to ensure users have access to our data.

Social media and other communication activities

MMC global developed a communication plan and has over the past two years developed much more targeted communication through social media (Twitter and LinkedIn). The number of Twitter followers increased from under 3,000 to over 7,000, while the number of followers on LinkedIn increased from almost none to over 9,000. These two channels remain the most important social media channels for MMC to engage with the audience. To include a broader and larger audience, MMC has also started tweeting in French, Spanish, Arabic, Italian and German. Other communication channels used are the regional and global newsletters to highlight new reports, the quarterly trend updates and upcoming events. MMC's global communication coordinator manages all communication for the full MMC network.

Under this project, MMC will continue to implement targeted communication for the full MMC global network and in particular further develop and increase our voice and engagement with our audience on social media through new and thought-provoking content.

Traditional media

Although MMC's work is mainly targeted at more specialist audiences like policy makers, researchers and practitioners, one way to reach both these groups as well as the broader public and influence debates is through the media. Every year, MMC provides interviews to international media to ensure more exposure and visibility of the work of MMC. Additionally, as part of a more targeted media strategy, MMC have started to reach out more pro-actively to selected journalists for example with embargoed reports ahead of publication.

Through media interviews, MMC will further grow its audience and influence the migration debates under this project. Additionally, more pro-active outreach to journalists should further increase MMC's coverage in mainstream media.

Organisational development

Formative review and development of a MEAL framework

In the last 10 years, the MMC network and 4Mi programme have grown from one regional unit in East Africa with seven staff members and a small team of 4Mi enumerators in a few countries, to the current global network with approximately 35 staff members, five regional hubs and a network of over 100 enumerators interviewing refugees and migrants all over the world. MMC was established in February 2018 when it brought together various existing regional initiatives – hosted or led by the DRC – already engaged in data collection, research, analysis and policy development on mixed migration issues, into a new global network of mixed migration expertise. These initiatives included the RMMS East Africa & Yemen, RMMS West Africa, the Mixed Migration Platform (MMP) in the Middle East, the Global Mixed Migration Secretariat (GMMS) in Geneva and different regional programmes of the flagship data collection programme, 4Mi.

The transition to one network entailed many changes and new ways of working such as the development of a new brand and identity, one collected website, new working processes and guidelines, new reporting structures, standardizing products and templates for reports, harmonizing approaches, centralized quality control and a more centralized and global management of the 4Mi data collection programme.

After the rapid growth since late 2015 and subsequent transition from 2018 onwards to one network, MMC and DRC will conduct a formative review of MMC in 2023 to identify the key issues to be considered in order to further improve and refine the MMC network and to develop its long-term strategy.

The formative review is not meant to evaluate past or current performance. It is intended for the purpose of learning and to provide input to further strategy development rather than accountability. It should provide clear recommendations that help to guide and contribute to further strengthening of MMC. The focus will be forward-looking, but building upon the work already done to develop emerging lessons learned and clear recommendations for the future. MMC's current strategy runs until 2025, but it provides a broad framework and the formative review can provide recommendations that can already be implemented during the current strategic period.

Additionally, a particular focus in 2023 will be on the development of a better framework to keep track of MMC's impact and measurement of progress towards the strategic objectives. This will be a core component for the formative review, and will be taken forward after the formative review by developing the actual framework and approach. Finally, both the formative review and the recommendations from the Danish MFA's appraisal team will feed into the development of an action plan for organisational development by the end of 2023.

In 2023, MMC will commission an external formative review, start the development of the MEAL framework based on the recommendations from the review and develop an action plan towards further organisational development based on the formative review as well as the recommendations from the Danish MFA's appraisal team. This action plan will be used to decide on a continuation of this grant with the MFA for year 2 and 3.

Flexible funding mechanism for targeted research and/or 4Mi data collection along mixed migration routes

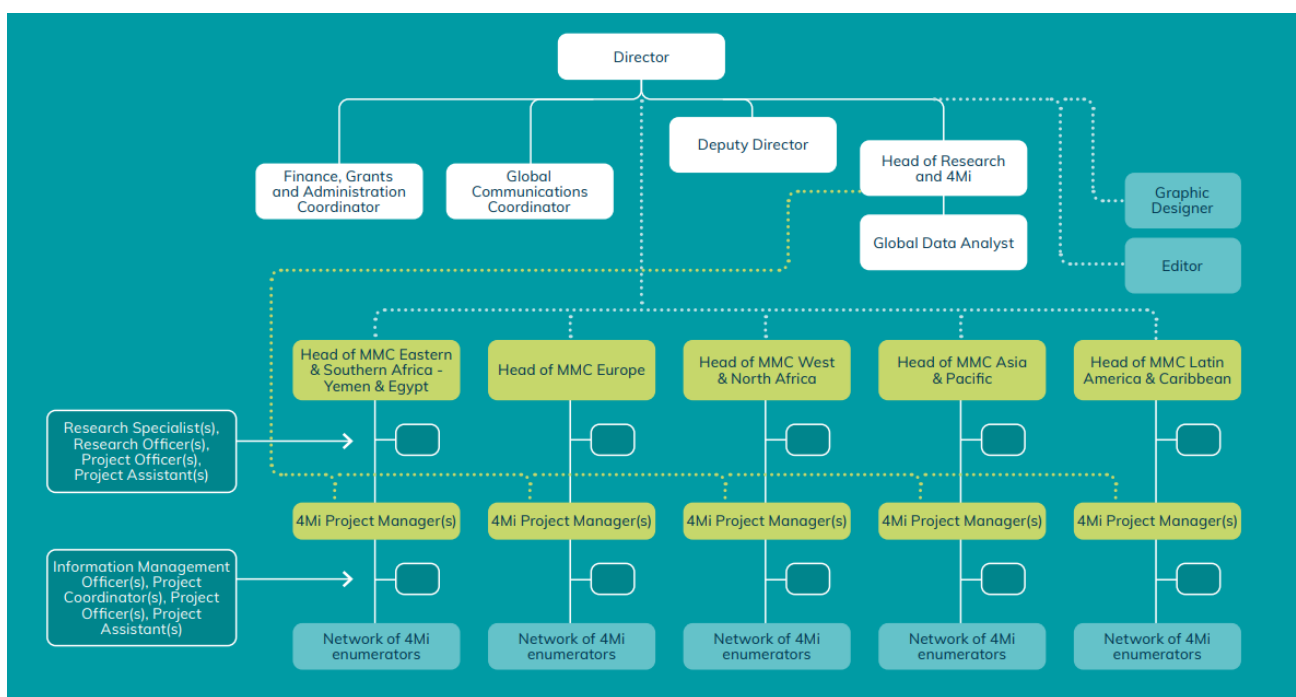
Keeping a flexible funding pool will enable targeted in-country research data collection, for example focused on geographies and among populations of particular interest in order to support and expand already existing 4Mi operations or to offer a rapid response mechanism to be able to collect data on shifts in mixed migration dynamics. For example, where knowledge gaps are identified, MMC will commit resources to extending, maintaining or adapting existing 4Mi activities. This could be extension in Europe or Africa, or the movement of data collection activities to a different route towards North Africa and Europe, or the addition of several questions on specific topics for a specific population group. Recent adaptations have included the relocation

of enumerators in West Africa as routes have shifted; the addition of questions about movement intentions for Ethiopians and Eritreans following the intensification of conflict in and around Tigray³⁰; and the shift to remote data collection and a focus on the consequences of Covid-19³¹ in response to the pandemic.

When planning to utilise the flexible funding pool, mini-concept notes will be submitted on an ad hoc basis to the Danish MFA throughout the 3-year funding period for dedicated research and 4Mi data collection projects implemented at regional level. These concept notes will then include concrete outputs and results and a mini budget.

In line with the activity description above, this project will support the global MMC set-up, including activities at global level (such as overall coordination of 4Mi data collection, policy representation and the MMR), as well as for targeted in country or route-based data collection and research. For the latter, not all specific activities and outputs can or should be spelled out at the onset for the next three years. It is important that the MMC has the flexibility to adjust focus when needed and – in cooperation with the Danish MFA - decide on new priorities, projects and activities at global level or in regions and countries – with a particular focus on Africa and Asia - as situations change and new migration dynamics arise.

Annex IV: MMC Organisational Chart



Annex V: Process Action Plan

PROCESS ACTION PLAN		
Activity	Timing/deadline <i>[month or quarter]</i>	Responsible
Formulation of presentation to the DANIDA Programme Committee	September-October 2022	MNS

³⁰ <https://mixedmigration.org/resource/impact-tigray-crisis-ethiopian-and-eritrean-onward-movements-sudan-libya-tunisia/>

³¹ <https://mixedmigration.org/articles/mmc-adapts-its-4mi-program-to-assess-the-impact-of-covid-19-on-refugees-and-migrants/>

Programme Committee Meeting	November 2022	MNS
Public consultation phase based on Presentation to the Danida Programme Committee	December 2022	MNS
Draft Project Document submitted to appraisal team	January 2023	
Appraisal	January 2023	MNS
Finalisation of project/programme document following PC meeting	February 2023	MNS
Final project document submitted to the secretariat for the council for Development Policy	February 2023	MNS
Presentation to the Council for Development Policy (UPR)	March 15 2023	ELK / MNS
Approval by the Danish Minister for Development Cooperation	Q2 2023	Minister
Signing of Contribution Agreement with MMC	Q2 2023	MNS
Annual consultations with MMC	As per schedule	MNS
Project implementation	2023 –2025	MMC
End of project implementation	End of 2025	MMC