

SUPPORT TO MIXED MIGRATION CENTRE (MMC) 2023-2025

Key results:

- MMC data is used by humanitarian, development and /or peace organisations in policy development, programmes and operations on the ground.
- MMC has increased its long-term funding through diversified partnerships and funding.
- MMC is a leading and unique institution on mixed migration with a global presence.
- MMC maintains its comparative advantage in the migration landscape with its unique mixed migration lens.
- MMC is recognized for high quality data, expertise, research, and balanced analysis.

Justification for support:

- MMC provides a unique evidence-based approach to mixed migration flows, which is a 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 that is underpinned by personal stories of migrants.
- MMCs data-based information can inform humanitarian and development programming in line with Denmark's priority of reducing and preventing irregular migration through increased knowledge.
- MMC as an NGO is recognized by leading actors on migration including IOM, UNHCR and ICMPD who use MMC to inform its development programming and policy engagement.
- MMC informs policy development in important international fora that Denmark considers important.

Major risks and challenges:

- The MMC is a relatively new entity in international development and not fully internationally recognized. MMC is, however, on a trajectory with an increasing number of MoUs with relevant partners.
- Insufficient funds to implement priorities. The donor base is still relatively narrow.

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
Commitment	15	15		30
Projected disbursement	Q1	Q1		
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

 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	

Strategic objectives

Helping more people better along key migratory routes and thereby preventing refugees and irregular migrants from ending up in vulnerable situations and being subjected to inhumane treatment and harassment.

To contribute to knowledge, policy and programming on mixed migration through high-quality data collection, research and analysis.

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. With a presence of the majority of the staff and a network along migration routes, the MMC is well positioned to strengthen a focus and understanding on migration dynamics around the world.

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:

ACTIVITIES	2023 (DKK)	2024 (DKK)	2025 (DKK)	Total (DKK)
Human resources global team	2,800,000	2,800,000	2,800,000	8,400,000
Activities under the 5 activity strands	5,750,850	5,750,850	5,750,850	17,252,550
Travel	150,000	150,000	150,000	450,000
Rent, IT, direct support costs (HR, finance)	645,000	645,000	645,000	1,935,000
Subtotal	9,345,000	9,345,000	9,345,000	28,035,0000
DRC HQ overhead 7%	654,150	654,150	654,150	1,962,450
Total	10,000,000	10,000,000	10,000,000	30,000,000

1. Context, strategic considerations, rationale and justification

1.1. Introduction and background

The [Mixed Migration Centre \(MMC\)](#) 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.

The 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 the 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, the MMC supports agencies, policy makers and practitioners to make well-informed decisions, to positively 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 recognized for its expertise on mixed migration by a range of organisations who are important partners for Denmark. Through Memoranda of Understandings (MoU) with 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 provide 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 the MMC since its establishment in 2016 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 the development of MMCs flagship data collection system 4Mi. 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 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, incl. the Danish partnership countries Mali, Niger, Burkina Faso, Kenya and Uganda.

In addition to Danish funding, the MMC is supported by Switzerland and the Robert Bosch Foundation besides being principal recipient of a number of project grants from the European Commission, United Kingdom and the ICMPD.

MMC is part of and governed by the Danish Refugee Council (DRC). It 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. MMC also reports to a steering committee where only DRC staff are members. Under the DRC umbrella, MMC is managing its day-to-day operations in terms of outputs, focus areas, strategy, donor and policy engagement to deliver its unique open access data and analyses on mixed migration.

The MMC is requesting support of DKK 30 million for its multi-year project: “improving knowledge, policy, and programme on mixed migration” for the period of 2023-2025. The multi-year 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 through: 1) continuous

innovation and strengthening of MMCs data collection flagship 4Mi along key migratory routes¹ to increase its knowledge base. 2) Promote MMC research and analyses 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.

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, be that climate change, urbanization or demographic shifts. Further, the global economy relies on the movement of people, as the economic downturn created by the Covid-19 pandemic and Russia's invasion of Ukraine have illustrated.

Millions are on the move within and between regions and countries due to conflicts, natural disasters, the effects of climate change, economic opportunities from rural areas to urban centres or seeking adventure or reunification with family members. Many travel as part of mixed migration movements, cross-border movements of people 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.

The coronavirus pandemic has exacerbated the plight of migrants, refugees and asylum seekers in mixed migration flows around the world, although its impact on the scale of movements varies considerably by location. For instance, 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. At the onset of the Covid-19 pandemic, not many could predict the myriad ways it would affect refugees and migrants around the world. This shows the importance of 'keeping track': monitoring trends, analysing the dynamics behind these trends and providing regular updates on movements around the world.

1.2. 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 irregular 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 of reducing and preventing irregular migration through increased knowledge, the MMC can through its 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 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

¹ See Annex II: Map of key migratory routes for MMC programming

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 the MMC for its unique services. A number of Denmark’s key partners on migration are collaborating with MMC to get privileged access to 4Mi data.

Examples of cooperation include:

- With the ICMPD the MMC has been leading 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, the MMC has shared 4Mi data on missing migrants and migrant deaths, providing the largest source of data for IOMs [Missing Migrants Project](#).
- With the UNHCR the 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 migrants](#). In addition, for a more recent [appeal on protection, saving lives and solutions for refugees](#) in dangerous journeys in Africa.

Furthermore, the 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.

Compared to UN organisations the MMC is an NGO 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 the MMC, compared to an enumerator from the UN.

Human-rights based approach: The MMCs mission statement includes an overarching focus on the human rights and protection for all people on the move, while the MMC vision includes the notion to place human rights at the centre. The MMC interview 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 the MMC. All data is gender disaggregated and have an equal gender balance among staff and field enumerators. The MMC is currently part of two large Swiss-funded consortia in East Africa (with Save the Children) and West and North Africa (with Helvetas and GIZ), focused on children and youth in migration, where the MMC provides the data and evidence to consortia partners. Since 2016, the MMC implemented several projects focused 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 the 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, the 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.

1.3. Lessons learned from previous support

From previous support to the MMC several lessons have been learned and incorporated into the 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. The MMC invested heavily in diversifying its donor base. As such - and reflective of the growing global recognition of the MMC.
- Innovation: in a fast-changing sector, innovation and being able to adapt to emerging priorities is important. In 2020, the 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 has not yet been reviewed or externally evaluated. However, in 2023, the MMC will undergo an external, formative evaluation to inform the development of the MMC over the coming years.

2. Project objective

The multi-year project (2023-2025) will help further consolidate and expand the 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 through: 1) continuous innovation and strengthening of MMCs data collection flagship 4Mi along key migratory routes² to increase its knowledge base. 2) Promote MMC 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.

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.

Overall objective of the project: to positively contribute to knowledge, policy and programming on mixed migration through high-quality data collection, research, and analysis.

Specific objectives:

- 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 the MMC, explore and develop new ways of analysing and presenting 4Mi data. Further develop the 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.

² See Annex II: Map of key migratory routes for MMC programming

- 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 Global Compact for Migration and its implementation.
- Establish stronger and new funding partnerships with International Organisations, NGOs, 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.

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,

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.

3. Results framework

Project title		<i>Improving knowledge, policy and programming on mixed migration</i>	
Project objective		To positively contribute to knowledge, policy and programming on mixed migration through high-quality data collection, research and analysis	
Overall outcome		The use of MMC data, research findings, analysis and policy messages by policy makers, researchers and practitioners enhances the knowledge base on mixed migration, contributes to a more nuanced understanding of mixed migration, positively influences global and regional policy processes leading to improved policy making on mixed migration globally and regionally and contributes to evidence-based programmatic responses leading to better outcomes for refugees and migrants on the move.	
Outcome indicator		High quality data, research and analysis contributes to achieving the three strategic objectives of MMC, contributing to knowledge, policy and programming on mixed migration	
Baseline	Year	2022	MMC has been fully established as a network organisation and became a well-known and recognised actor and voice in the migration sector, with an increasingly global presence, working in various partnerships and ensuring high-quality data collection, analysis and outputs.
Target	Year	2025	MMC remains a leading voice on mixed migration, with a global presence and successfully adapted its strategy and focus to the changing migration landscape, while maintaining the unique mixed migration lens. MMC is engaged in various partnerships with the main stakeholders working on migration issues and is

		recognised for high quality data, expertise, research and balanced analysis. MMC evidence is actively used by humanitarian organisations in programmes and operations on the ground and MMC analysis is regarded as having an influence on migration policy and programmatic development. Increasingly, the work of MMC is supported through longer-term core funding partnerships by state donors and private foundations.
Output 1	High quality research and analysis	
Output indicators	<ul style="list-style-type: none"> • Development and publication of 3 annual Mixed Migration Reviews • Publication of (cross-regional) 3 research study/paper • Publication of 12 short articles on timely topics in mixed migration • Ongoing quality assurance on all written output of the whole MMC network and capacity building to the regions – (continuous) • Coordination on the development and publication of regional Quarterly Mixed Migration Updates every quarter 	
Output 2	Data collection and innovation	
Output indicators	<ul style="list-style-type: none"> • Ongoing lead, coordination and quality assurance on the global 4Mi data collection programme with 10,000 interviews per year • Management of the global 4Mi data portal • Support to start-up new or expand existing 4Mi operations (dependent on regional funding) • Driving and leading on 4Mi and data collection innovation • Management and coordination of the External Ethics and Methodological Review Committee • Leading continuous methodology and survey refinement and ensuring harmonised approaches and adherence to the 4Mi operational handbook 	
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 3 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 3 written pieces • Involvement in various policy processes, in particular the GFMD and migration dialogues (through cooperation with ICMPD) • Active participation in global and regional conferences on mixed migration • Organisation of 6 offline or online discussion events 	
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 an increasing number of 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 to over 10,000. • Increased engagement with mainstream media • Organisation of dissemination events for all major publications • Improved monitoring of MMC activities 	

4. Inputs/budget

ACTIVITIES	2023 (DKK)	2024 (DKK)	2025 (DKK)	Total (DKK)
Human resources global team	2,800,000	2,800,000	2,800,000	8,400,000
<i>Activities under the 5 activity strands*</i>				
Activity strand 1: research & analysis	800,000	800,000	800,000	2,400,000
Activity strand 2: data collection & innovation	4,500,850	4,500,850	4,500,850	13,502,550
Activity strand 3: policy & partnerships	150,000	150,000	150,000	450,000
Activity strand 4: contribution to evidence based programming	150,000	150,000	150,000	450,000
Activity strand 5: Communications, dissemination and monitoring	150,000	150,000	150,000	450,000
<i>Subtotal activities</i>	<i>5,750,000</i>	<i>5,750,000</i>	<i>5,750,000</i>	<i>17,252,550</i>
Travel	150,000	150,000	150,000	450,000
Rent, IT, direct support costs (HR, finance)	645,000	645,000	645,000	1,935,000
Subtotal	9,345,850	9,345,850	9,345,850	28,037,550
DRC HQ overhead 7%	654,150	654,150	654,150	1,962,450
Total	10,000,000	10,000,000	10,000,000	30,000,000

** Note that the costs for activities under activity strand 3, 4, 5 and relatively low, compared e.g. to data collection and research, as to a large extent the outputs listed under these activities are achieved through staff time and as such covered through human resources with limited out-of-pocket costs.*

With the Danish grant to the MMC, it will represent approximately 30% of the global MMC funding for the period 2023-2025.

5. Institutional and Management arrangement

The MMC is part of and governed by the DRC. While its institutional link to DRC ensures MMC's work is aligned with DRCs 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.

A small global team, partly based in Geneva, is responsible for the overall strategy and direction, global external representation and policy engagement, development of standard MMC research products, 4Mi coordination and methodological innovation, and coordination of cross-regional and route-based projects. MMC global also leads the development of the Mixed Migration Review.

The global office consists of director of MMC, the global programme coordinator, the global 4Mi coordinator, a global communication coordinator, a global grants, finance and administration officer and a data analyst.

The director of MMC reports to a Steering Committee, which consists of representatives from DRC Geneva and Brussels offices, all DRC Regional Executive Directors, and DRC Senior Management Representatives. The Steering Committee meets several times a year to discuss progress and main priorities for the coming period, as well as issues of strategic nature for the MMC.

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.

6. Financial Management, planning and reporting

Yearly status consultations with MMC 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

Moreover, yearly status consultations are an opportunity for Denmark and the MMC 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.

In general, Denmark bases its monitoring on the MMC's own monitoring and reporting framework and does not require specific progress reports covering the Danish contribution. Denmark will assess and discuss policy priorities through participation in formal and informal meetings, engaging in thematic briefings as well as in connection with the yearly status consultations. Denmark will base its monitoring of results on the following reports: MMC's [Annual Catalogue](#) – which provides an overview of key achievements and developments over the past year and lists all of MMC's publications, MMC's annual financial report and audited financial statements and audit report and an annual narrative report describing activities, deliverables, projects and challenges.

Furthermore, MMCs 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 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.

7. Risk Management

Listed below are generic risks. 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.

Type of Risk	Risk description	Risk mitigation
Safety Risks	The 4Mi enumerators operate without direct support of DRC managers, some in conflict affected locations	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.
Operational risks	MMC collects data and publishes results that might challenge and/or criticize governments, and could thereby affect the safety of staff or beneficiaries or operations of DRC.	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 risk mitigation measures implemented in 2019 include: 1) work through proxy-locations (e.g. collecting data in neighbouring countries 2) work through partner organisations 3) gaining official approval by the government to collect 4Mi data
Programmatic risks	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	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.
Financial risks	Engaging with local partner can pose certain financial risks, such as diversion of funds, corruption, or simple irregularities.	DRC will secure proper vetting of local partners and robust capacity building system. DRC to monitor exchange rates fluctuations and to stay in regular contact with the donor on options for mitigating such situations.

Annex I: Process Action Plan

PROCESS ACTION PLAN		
Activity	Timing/deadline [month or quarter]	Responsible
Formulation of presentation to the DANIDA Programme Committee	September-October 2022	MNS
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	December 2022	
Appraisal	December 2022	MNS
Finalisation of project/programme document following PC meeting	January 2023	MNS
Final project document submitted to the secretariat for the council for Development Policy	January 2023	MNS
Presentation to the Council for Development Policy (UPR)	February 9 2023	ELK / MNS
Approval by the Danish Minister for Development Cooperation	February 2023	Minister

Signing of Contribution Agreement with MMC	February 2023	MNS
Annual consultations with MMC	As per schedule	MNS
Project implementation	Q1 2023 – Q4 2025	MMC
End of project implementation	End of 2025	MMC

Annex II: Key Migratory Routes for MMC

The networked structure means that while maintaining a strong focus on intra-regional migration, MMC can undertake cross-regional collaboration and a route-based approach to data collection, research, analysis and policy engagement.

