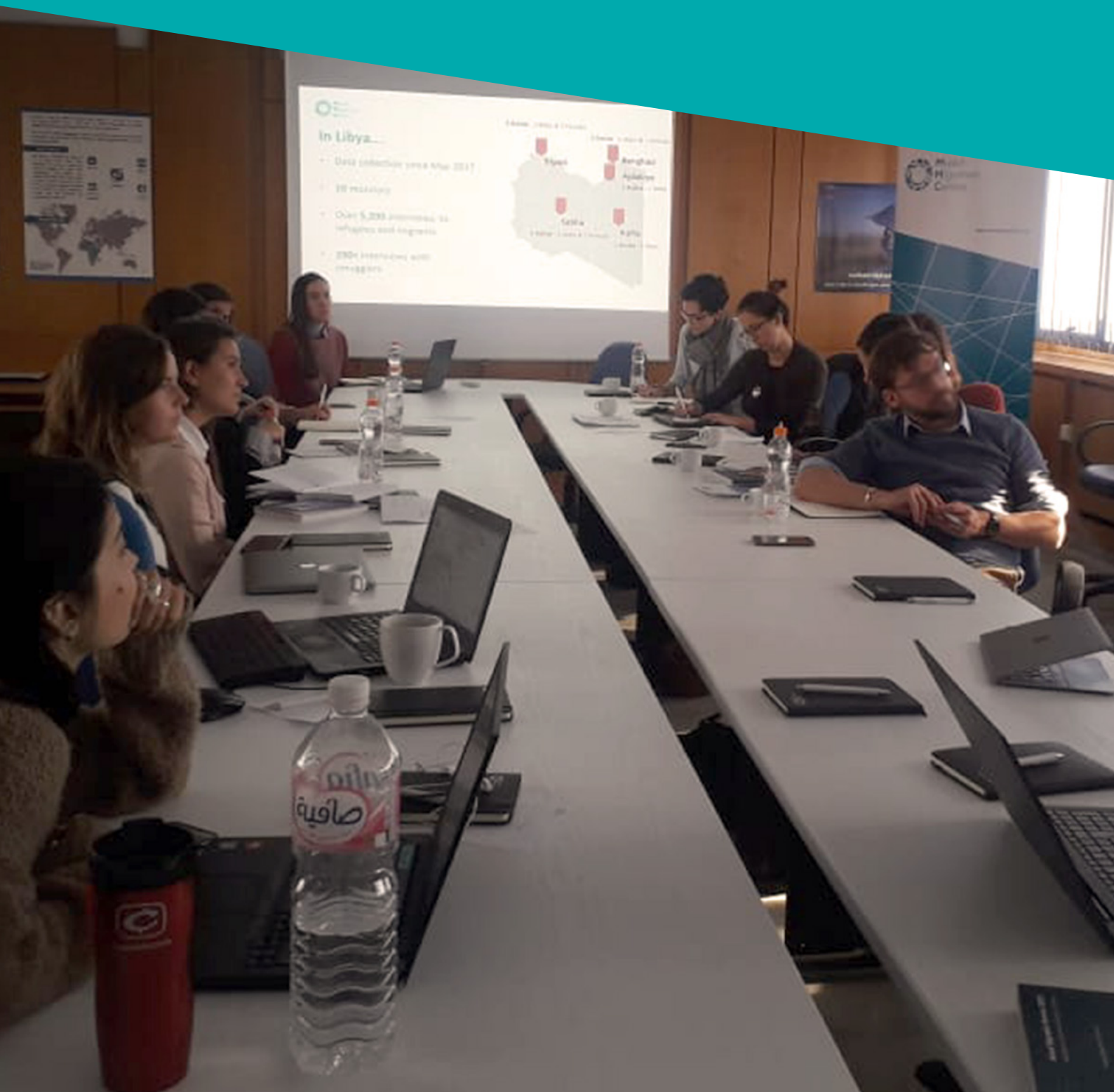


Evidence-based operational responses to mixed migration: challenges and best practice

External assessment, January 2020



“Whatever the quality of information, no assumption can be made that the increased availability of good information and analysis will in itself result in better informed decisions.”

ACAPS - TUFTS, 2013

“Evidence (ˈeɪvɪdəns): The available body of facts or information indicating whether a belief or proposition is true or valid”,

Oxford English Dictionary.

Front cover photo credit:

MMC NA

Round-table on the information gaps of INGOs in Libya organized by
MMC North Africa, Tunis, November 2019.

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The Mixed Migration Centre (MMC) is a global network consisting of seven regional hubs (Asia, East Africa and Yemen, Europe, Middle East, North Africa, West Africa as well as Latin America and the Caribbean) and a central unit in Geneva. The MMC is a leading source for independent and high-quality data, research, analysis and expertise on mixed migration. The 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. The MMC's overarching focus is on human rights and protection for all people on the move. The MMC is part of, and governed by, the Danish Refugee Council (DRC). While its institutional link to DRC ensures MMC's work is grounded in operational reality, 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. The position of the MMC does not necessarily reflect the position of DRC.

For more information on MMC visit our website: www.mixedmigration.org



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Executive Summary

Over the past decade “evidence-based programming” has become extremely popular in humanitarian response, with donors and practitioners alike emphasising the role of data in particular as a basis for informed decision-making. Mixed migration contexts are no exception, and this study was commissioned with a view to supporting MMC’s approaches to its third objective: contributing to evidence-based protection responses for people on the move (programming).

The study used a desk review of available literature and key informant interviews to identify best practices and successes in the Danish Refugee Council and other organisations in terms of using data and evidence to inform and improve operational protection responses

for people on the move in mixed migration flows. EvidenceAid’s definitions of the five stages within the humanitarian programme cycle were used to assess the application of MMC evidence within the programme cycle and to highlight any gaps. The study also sought to identify specific barriers to practitioners in particular applying MMC data and analysis in operational programme responses.

Eight key findings arose, as summarised below. They straddle areas of organisational planning, managing complexities, detailed programme design & implementation, information management & coordination and partnerships

1	MMC evidence & analysis is not currently conceived and produced under a specific MMC strategic objective (knowledge, policy, programming) and this hampers predictability and usability by potential users, namely practitioners in the context of this study
2	Mixed migration contexts have a broad range of specificities requiring adaptations in “traditional” operational response
3	Use of MMC evidence within the distinct programme cycle phases varies but there is an overall “gap” in the programme adaptation phase, which lies between initial needs assessment & analysis, and implementation & monitoring. This gap is especially salient for programmes with longer timescales.
4	Current barriers to applying MMC evidence are primarily process-related, i.e. information management & coordination
5	A distinction should be made between independent evidence which directly or indirectly informs programmes, and ‘embedded’ evidence and analysis functions within a programme
6	Promoting evidence use by programmes requires substantial investment
7	“Adaptive management” offers guidance to explore ‘embedded’ programme evidence
8	Partnerships are beginning to provide relevant learning for ‘embedding’ MMC’s role in programmes

Based on these findings, a number of practical recommendations are made for short, medium and longer-term actions in the following areas:

- Processes underpinning the conceptualisation and implementation of MMC research
- Communication and dissemination of products
- Regional and country relationships with practitioners
- Partnerships
- Strategic planning

Introduction

Objectives of the study¹

The Mixed Migration Centre (MMC) is a leading source for independent and high-quality data, research, analysis and expertise on mixed migration. The MMC is part of the Danish Refugee Council (DRC), a leading humanitarian organization responding to displacement and mixed migration in 40 countries.

The 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.

Since 2014, MMC has been implementing the Mixed Migration Monitoring Mechanism initiative (4Mi)², a growing network of monitors stationed in key migration hubs in more than 20 countries along nine major migration routes, who are interviewing refugees and migrants on the move on a continuous basis, providing a solid evidence base on the needs and protection incidents facing people on the move. It is important to note, however, that MMC in its current scale and organisational form has been in place for under two years. A number of respondents referred back to evidence and analysis by MMC's predecessor, the Regional Mixed Migration Secretariat when discussing examples.

As per MMC's 2018-2020 global strategy, MMC has three main objectives:

- To contribute to a better, more nuanced and balanced understanding of mixed migration (knowledge)
- To contribute to evidence-based and better-informed migration policies and debates (policy)
- To contribute to effective evidence-based protection responses for people on the move (programming)

The current study was commissioned with a view to supporting MMC's approaches to its third objective: MMC's contribution to evidence-based protection responses for people on the move (programming).

Methodology

The study used a mix of desk review and 39 key informant interviews³ (remote and face-to-face) to assess current approaches to evidence-based programming of key actors responding to mixed migration, and build an overview of existing examples linking data and evidence on mixed migration with operational responses within DRC in particular.

Primarily through interview feedback, the study has attempted to identify best practices and successes both within DRC and other organisations in terms of using data/evidence to inform and improve operational protection responses for people on the move in mixed migration flows. In doing so it sought to identify specific barriers preventing practitioners in particular from applying MMC data and analysis in operational programme responses.

Concrete recommendations are made on how MMC's data, research and analysis can inform the operational responses of DRC and other actors. These recommendations have been developed based on interview feedback and literature review specifically looking at lessons learned elsewhere in applying evidence to operational response.

1 See Terms of Reference, Annex 1

2 For FAQ about 4Mi, see here: http://www.mixedmigration.org/4mi/4mi_faq/

3 See List of interviewees, Annex 2

Structure of the report

Most interviewees emphasised that mixed migration contexts present a number of specific characteristics, which pose particular challenges. These are outlined in the first section, as important context to understanding the operational constraints and data and evidence requirements facing practitioners in such environments.

The study uses the EvidenceAid programme cycle as an overall conceptual framework to assess where and how MMC data and evidence is used in operational response.⁴ Section two introduces the five programme cycle phases, as proposed by EvidenceAid, which are then used to practically assess current practices and gaps at each individual stage, picking out concrete examples of MMC data and evidence where available. A list of emerging programme research priorities from field-based practitioner respondents is included within the section. A comprehensive list of research questions provided by all respondents is available in Annex 4.

Section three focuses on common barriers to applying MMC data and evidence as cited by respondents, which seems to fall predominantly under information management and coordination, the two processes at the core of the EvidenceAid programme cycle. This section also introduces lessons learned from other organisations programming responses beyond mixed migration. These underline the centrality of effective information management and coordination in ensuring relevance and uptake of evidence in the programme process.

Key findings are presented in section five along with short, medium and long-term practical recommendations for MMC to consider. A small number are also relevant to DRC.

⁴ EvidenceAid's Practice Guide is available here: https://www.evidenceaid.org/wp-content/uploads/2018/10/Evidence_Aid_Practice_Guide_52pp_DIGITAL-FINAL-VERSION-2018-10-22.pdf

Section 1. Mixed Migration response: a challenging field of intervention

“Mixed migration” contexts are proving particularly challenging for effective programme response. Adopted relatively recently by the wider aid community, operational responses to mixed migration require the adaptation of previously existing models and approaches to the “new” reality of diverse and often very mobile target populations.

Through interviews and desk review of available literature⁵, the specificities of response in mixed migration contexts seem to fall into five key areas, as follows.

Box 1. MMC’s understanding of 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 multiplicity of factors, people in mixed flows 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. Those in mixed migration flows travel along similar routes, using similar means of travel - often travelling irregularly, and wholly, or partially, assisted by migrant smugglers.

1.1 Heterogeneous, mobile, hard-to-reach population

All interviewees, without exception, highlighted the sheer complexity of simply understanding the profiles and needs of people in need in a mixed migration context. In a ‘traditional’ humanitarian context, best practice would be to profile or register the entire population with a view to identifying the most vulnerable and ensuring appropriate assistance is provided to those most in need. Many of the practical tools developed to assess vulnerability are based on camp settings, where access is relatively straightforward and methods such as household economic assessments (HEA) can be used to comprehensively assess material vulnerability across a given population. Practitioners and researchers alike explained that in a mixed migration context, where populations are not fixed, such approaches cannot be applied.

Respondents also pointed out that in a mixed migration context, people may not want to be found, they may not trust INGOs for fear of formal identification, and some respondents cited pressure from smugglers to actively encourage people on the move to avoid INGOs, raising important ethical questions for practitioners. As a result, formal assessments or registration processes for the provision of assistance undertaken by practitioners are limited to those people that can be reached or actively seek out support, and as such cannot offer insights into the broader potential population at risk, both in term of size and specific needs and vulnerabilities.

A further challenge raised by respondents is that of beneficiary participation in the context of rapid population movements. One respondent working in Greece explained that over a 12-month period some Greek transit camps have seen a 100% turnover of residents. As such, they may see no value of participating in activities intended to promote social cohesion, capacity development initiatives, or even assessments to receive assistance. Interviewees explained that in these contexts ‘traditional’ means of outreach and information dissemination, which often target key community leaders or focal points as an effective entry point for wider dissemination within a given community, are not applicable.

Finally, large number of field-based respondents pointed out that the challenges around beneficiary profiling were not only a problem for vulnerability analysis but also represented a major limitation to undertaking effective operational monitoring of results and wider impacts of humanitarian interventions over time.

On targeting

“We envisaged we would be supporting vulnerable migrants on their way to Europe (not facilitating it but responding to it) but we are seeing that this group of people don’t want to access services. We are more reaching people who are returning home, those who have lost everything and are more desperate.”

⁵ See for example ODI’s HPN Magazine September 2016 on Refugees & Vulnerable Migrants in Europe, available here: <https://odihpn.org/magazine/refugees-vulnerable-migrants-europe/>

1.2 Vulnerable migrants Vs. Vulnerable local population

A number of respondents also pointed out that donor funding streams and large UN agency mandates, along with the resulting coordination structures, continue to be guided by status and/or particular categories of target groups, such as migrants on one side and local population on the other. Where large numbers of people in need of assistance have very different profiles this presents real difficulties. One example given was the Libya humanitarian response, which was initially structurally separated through both coordination and funding into two separate humanitarian responses, one for Libyans, and one for migrant populations. One respondent working in Libya explained that, despite efforts to integrate them at country level over the last two years, funding sources remain segregated. He gave the example of ECHO-funded projects targeting Libyan returnees and IDPs, along with DFID-funded programmes targeting ‘migrants and refugees’, making it harder to design integrated programmes that take into account critical social dynamics between Libyans and people on the move.

1.3 Understanding vulnerability

Issues of vulnerability, how to define it, how to measure it, and whether aid is reaching those most in need, was raised repeatedly. Practitioners in particular expressed concerns that, given the above mentioned challenges, aid actors’ traditional tools for identification (profiling, registration, referrals, targeting) become irrelevant. With only a small part of the picture available to them, it is impossible for practitioners to know if those who seek assistance are indeed the most vulnerable, or if those that remain unseen are more vulnerable.

The same respondent working in Greece explained how traditional categories of vulnerability were challenged. Single young males for instance – often the less vulnerable in more traditional humanitarian settings – were often excluded from assistance programs and, at the same time, targeted by more restrictive migration management procedures, such as detention during identification procedures. As a result they often ended up being more vulnerable than other more “traditional” vulnerable groups, such as pregnant women, elderly, disabled, etc.

On vulnerability

“In mixed migration flows, those who are on the move may not be those most in need - often, they self-present and come to us when their resources run out or they have specific problems. Migrants do not want to be found.”

Another field-based respondent working for a local NGO in East Africa outlined the complexities of vulnerability amongst the wider group of migrant children her organisation works with. She explained that her organisation has found that vulnerable boys are easier to reach as they can be seen and approached directly in the streets, while girls would usually be assisted only after being picked up in a police raid or after running away and having been found by community members. Echoing concerns by other practitioners that those assisted may not be those most in need, she explained that the children who come to request assistance, or are referred to them by police or local authorities, tend to be the most visible and again present only a small part of a bigger picture.

While vulnerability always requires some context-specific analysis, taken together these two examples demonstrate the potential diversity in what constitutes vulnerability in a mixed migration context, particularly as opposed to a ‘traditional’ displacement setting.

1.4 Organisational capacity and tools

A fourth area of particular challenge raised by respondents relates to the ability of organisations to acquire the necessary funding and appropriate human resources needed to prepare for and effectively respond to mixed migration related needs, given the complexities involved. Respondents working along mixed migration routes (as opposed to points of origin), highlighted the difficulties in communication in particular, explaining that in some locations as many as 40 languages may be required simultaneously to effectively communicate with, and between, people on the move.

In many contexts respondents also linked this to issues of social cohesion and understanding the protection environment, explaining that a mixed migration context can see dozens of cultures within a given area, including that of the host community. Practitioners saw this as requiring additional resources to understand and analyse local dynamics, and to fund translation and communication - the latter being particularly important for effective outreach and information dissemination, as discussed above.

Field-based respondents also pointed to gaps in operational learning and tools, citing a lack of consolidated learning or evaluations of effective response models for mixed migration contexts.

1.5 The aid system and policy context

One major challenge cited by almost all respondents, is the complexity of legal and policy frameworks to guide interventions. Respondents pointed for instance to the difference between a 'traditional' refugee response, where prima facie refugee status would typically provide a common legal foundation to any broader operational response and material vulnerability analysis, and a mixed migration context where individuals in need of assistance may have very different profiles and legal protection. This can have major consequences for both short and long-term assistance and legal support, requiring respondents to envisage programme responses capable of broader scope and flexibility than may be the case in a 'traditional' forced displacement context.

Respondents working on or in Europe and East Africa in particular also raised government migration policies explicitly as a key obstacle to effective response. A number of respondents perceived national, regional and international governmental policies, often mostly aiming at the reduction or containment of irregular mixed migration flows, as directly causing humanitarian needs amongst migrants and refugees.

Respondents raising these issues saw the primary challenge for humanitarians as one of conflict sensitivity and do no harm, ensuring that aid delivery was not inadvertently reinforcing policies and state actions that put people on the move at greater risk. Those raising such concerns felt that practitioners did not have adequate information to make informed decisions about their own presence and interventions. A number of interviewees pointed to the complex overlays of analytical frames and actors - developmental, humanitarian, security, human rights etc - as creating additional challenges to building a common framework for intervention.

Box 2. Respondents' views on migration and aid policies

- National, regional and international policies are seen to be directly responsible for protection threats to migrants
- Donor policies and agency mandates are seen to create a status-based distinction between vulnerable groups. In some instances, this has resulted in separate coordination and funding mechanisms and even separate DRC programmes in the same locations
- While clear legal and policy frameworks exist to guide assistance and protection for some - refugees, IDPs, returning refugees or IDPs - the absence of any single framework for irregular migrants, including should they return to their place of origin, present particular challenges for practitioners

Section 2. Using MMC evidence to inform operational responses to mixed migration

2.1 A push toward evidence-based programming

The last decade has seen an increasing collective push for 'evidence-based' decision-making in humanitarian response, linking it to a greater desire for impact and value for money on the part of donors, greater pressure for downward accountability and attempts to bridge the humanitarian-development divide⁶. Against a backdrop of growing political and media attention to mixed migration crises such as in Greece and the Balkans in 2015, and the subsequent focus on the Central Mediterranean route, the Global Compact for Safe, Orderly and Regular Migration was finalised in 2017. Its first objective is to "collect and utilize accurate and disaggregated data as a basis for evidence-based policies⁷". The objective is explicitly linked to actions intended to "inform the implementation of the 2030 Agenda for Sustainable Development and related strategies and programmes at the local, national, regional and global levels⁸".

The humanitarian sector has responded to demands for data and evidence in a variety of ways, many of which can be situated along a scale between policy analysis and operational learning. . At one end, academic and policy institutes such as Oxford University's Refugee Studies Centre and the Brookings Institute continue to provide in-depth research and policy recommendations. At the other end, actors such as ACAPS and REACH have emerged over the last decade to provide rapid data and analysis for broad humanitarian planning purposes. Between the two, a variety of actors - ALNAP, the Cash Learning Partnership, Oxfam's Policy & Practice, the Overseas Development Institute, the Internal Displacement Monitoring Centre - reflect various degrees of research, policy and humanitarian practice.

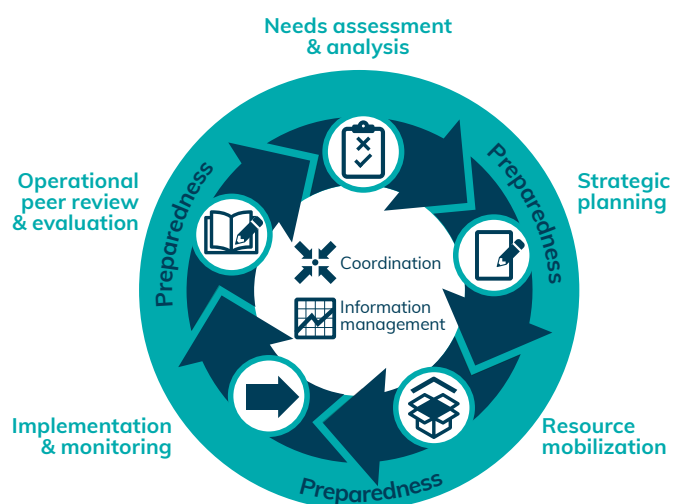
2.2 Using Evidence in humanitarian response

For evidence to be relevant and used in programme design, a broad literature review makes clear the need for evidence to be developed explicitly in relation to programme needs. A July 2019 article by DEVEX/REACH states that "too many times data collection efforts start without a clear sense of the specific objective and without full confidence the data collected will be accurately reflecting the views and reality of the population of interest (...) In a humanitarian context, data should never be collected for the sake of collecting it. Instead, it should inform operational, programmatic, or strategic decision-makers on an existing information gap".⁹

The 2018 Practice Guide from EvidenceAid concurs, explicitly linking evidence and purpose to the various stages of operational decision-making reflected in the UNOCHA humanitarian programme cycle.¹⁰

This cycle identifies 5 key stages, central to which are information management and coordination, as below (Figure 1):

Figure 1. EvidenceAid 2018



6 Both the 2016 World Humanitarian Summit and the 2030 Agenda commitment to 'leave no one behind' made explicit commitments to data and evidence.

7 See the full text of the Global Compact here: https://refugeesmigrants.un.org/sites/default/files/180711_final_draft_0.pdf

8 See objective 1(d) of the compact: "Collect, analyse and use data on the effects and benefits of migration, as well as the contributions of migrants and diasporas to sustainable development, with a view to inform the implementation of the 2030 Agenda for Sustainable Development and related strategies and programmes at the local, national, regional and global levels"

9 Mednick, S., (2019), 9 ways to create a more evidence-based humanitarian response, available here <https://www.devex.com/news/9-ways-to-create-a-more-evidence-based-humanitarian-response-95200>

10 See UNOCHA <https://www.humanitarianresponse.info/en/programme-cycle/space>

Using the five key stages of the programme cycle outlined above, the following section uses Evidence Aid’s stages to break down where MMC evidence is currently used, and to what purpose, exploring what respondents perceive to be key gaps in evidence at each stage.

2.3 Needs assessment and analysis¹¹

Needs assessment & analysis	“Assessing needs, and understanding the nature, magnitude and dynamics of specific problems. Along with the gathering of new data from the setting and circumstances you are confronted with (or expect to be confronted with), it can help to identify opportunities for responding appropriately.”
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Respondents varied considerably in their experiences of using MMC evidence to assess and analyse needs. It quickly became apparent that field-based practitioner respondents identify two distinct aspects of “needs assessment and analysis”: the first during the opening on new programmes and the second for programme adaptation. The use of MMC evidence varies considerably between the two.

Opening of new programmes

Respondents from West Africa, East Africa/Yemen, Latin America, Europe and Afghanistan all cited 4Mi reports in particular as ‘flagging’ emerging hotspots and supporting roll out of a new operational response.

- A joint UNHCR/ DRC Ethiopia / RMMS East Africa and Yemen (pre-MMC) research study, in 2016, exploring onward movement from Ethiopia which provided the DRC Ethiopia team with ‘new’ information that allowed them to initiate a mixed migration programme response.¹² This was alongside camp-based quantitative surveys developed and rolled out at a similar period (internal DRC)

- The MMC Coordinator for Asia pointed to 4Mi data as highlighting gaps in existing responses in Nimruz region, prompting DRC Afghanistan to expand operational coverage to the area
- MMC evidence was successfully used in two recent large multi-year DFID proposals – the Mediterranean Mixed-Migration (3M) response programme and the Route-Based Migration Response programme in Sudan - calling for increased protection and assistance to migrants and refugees moving in mixed flows across West Africa, North Africa and in Sudan.

Respondents seeking to roll out new operations, expand existing programmes, or establish new operational approaches saw 4Mi data as particularly relevant to generating evidence of needs and analysing a given context, problem or population. The examples provided were introduced with regard to initiating a new structure or programme approach - that is to say, prior to project implementation.

Need assessment and analysis to inform programme adaptation

However, “needs assessment and analysis” is extremely broad and can overlap with programme implementation and adaptation (see also section 2.6, implementation and monitoring, below), sometimes being part of the very architecture of the programme, as in the DFID 3M response programme¹³ for instance (see box 3)

11 All section definitions (blue header boxes) are taken from the Evidence Aid Practice Guide

12 UNHCR, (2016), Study on the Onward Movement of Refugees and Asylum-seekers from Ethiopia, available at: <https://www.refworld.org/docid/58c287224.html>

13 The 3M response is a 15,5 GBP DFID funded programme implemented by a Danish Refugee Council-led (DRC) consortium of NGOs (DRC, International Rescue Committee (IRC) and START Network), aiming at making migration safer and more orderly, resulting in fewer deaths and less suffering along migration routes. The programme, started in March 2018 for a period of 2 years but recently extended to 3 year (March 2021), focusses on countries along the so called Central Mediterranean route, particularly in Burkina Faso, Niger, Mali, Libya and Tunisia. The activities of the programme are organized around two main outcomes: Outcome 1 - Migrants and refugees in transit, particularly the most vulnerable, are protected from harm, are able to meet their basic needs and are informed about the risks of irregular migration- and outcome 3 (MMC lead) – Governments, humanitarian agencies and national organisations have improved understanding of migration trends and improve their response. For more information about the 3M programme and the other programmes funded under the same DFID grant see here: http://iati.dfid.gov.uk/iati_documents/43141726.odt

Box 3. Informed responses, flexible programming and adaption

Programme adaption is one of the key elements of the approach proposed by the 3M NGOs consortium. Initially planned for a period of three years, the project requires regular updates of need assessment and analysis, particularly in the areas of profiling and in-depth vulnerability analysis

“With an established presence along the West & North African migration axis and a strong focus on continuous data collection, research and analysis, **the consortium is well placed to generate, internalise and apply evidence to inform adaptive programming.** Flexibility will be a key focus of the proposed action, which includes in-built mechanisms and processes that will allow responsive and adaptive programming. Furthermore, the proposed action will emphasise the dissemination of evidence and learning to increase understanding on mixed migration flows, ensure relevant information is available to persons of concern (PoC) and to inform contextually appropriate migration policies and strategies.”

3M response programme proposal

Box 4. Knowledge gaps linked to programme implementation and adaptation

- Profiles of vulnerability & ‘self-perceptions’ of migrants
- Understanding drivers and decision-making processes before, during and following migration journeys
- Trust and perceptions of humanitarian assistance actors
- Detention policies, impacts and experiences
- Alternatives to detention
- Understanding integration, return, reintegration experiences
- Early warning and emerging crises – e.g. Nigeria, Venezuela.
- Migration policies impacts - e.g. European and North American - on detention and securitisation
- Smuggler & trafficking modalities to inform Do No Harm & practitioner engagement strategies
- Migration as a negative coping mechanism
- Ethics linked to Do No Harm
- Understanding European labour markets and migration systems

Respondents therefore identified a second area within needs assessment and analysis, specifically linked to informing ongoing project implementation - i.e. programme adaptation. Some examples of successful use of evidence for programme adaptation mentioned by respondents were:

- DRC Libya Protection Coordinator cited an (internal DRC) conflict analysis study as a basis for in-depth qualitative analysis of specific dynamics and problems, along with a series of briefing notes exploring 4Mi data around women on the move in Libya for a more in-depth thematic focus. The findings from this 2017 thematic focus on women in Libya led the DRC Libya Protection team to revise the job descriptions for the protection team to improve access to and identification of beneficiaries.
- DRC Niger also gave the example of being able to use 4Mi data to inform content in training sessions targeting local authorities

Overall this area of use of evidence was perceived to be the most challenging by field-based respondents and where MMC evidence failed to address existing knowledge gaps. Some of these gaps include vulnerability analysis, sustainability of returns & cyclical movement or repeated migration, drivers, profiles and choices of people on the move. Respondents shared a broad range of thematic areas of interest that would benefit from in-depth research (**Box 4 - see Annex 4** for full list of research questions proposed by all respondents).

2.4 Strategic response design

Strategic response design

“In planning your strategic response, you should search for evidence about what has been tried and assessed previously that might help you to make a well-informed decision. This might also include making use of evidence on how best to communicate the potential risks of a situation to those who might be involved.”

Respondents frequently linked strategic planning to resource mobilisation - citing the ability to establish new funding relationships or initiate new operational responses. Concrete examples varied from the adoption of MMC terminology and definitions in planning processes through to strategic positioning of DRC as a ‘mixed migration actor’ in a new region.

“Operational” strategic response design within DRC

Within DRC almost all respondents pointed to the strategic value of MMC, and 4Mi in particular, for operational strategic planning - that is to say, shaping decisions on where and how to intervene at organisational (country or regional) level.

- The Country Director for DRC Colombia was able to reposition DRC's operational response and ensure DRC's participation in key leadership coordination fora specifically due to planned 4Mi roll out in the region, despite no historical DRC presence in the region.
- DRC's West Africa Head of Programme (HoP) explained that the region saw 4Mi's foothold in West Africa, as a strategic entry point for DRC to initiate mixed migration programming in as many as three new countries (Mali, Niger, Burkina Faso).

Broader strategic response within DRC

However, the majority of DRC respondents went beyond EvidenceAid's definition of strategic response design to outline opportunities for engagement by MMC at a broader strategic level. They pointed to MMC's ability to provide regional data and analysis as a basis for initiating or shaping strategic policy debates around mixed migration in a given region, with a view to subsequent operational set-up. Examples were often explicitly linked to MMC's work under its first Strategic Objective (policy). In this field MMC evidence is already used but, according to some respondents, not yet to its full potential.

- DRC's HoP Asia and IFRC both felt there are major gaps in consolidated, authoritative figures for the Asia region due to a lack of actors in mixed migration resulting in a 'segmented' picture.
- A 2018 meeting bringing together agencies collecting data on migration in the region was mentioned by the DRC HoP Asia as an example of MMC's potential to play a key convening role in the region, while 'bringing the global to the regional'.

Strategic response design by other actors

Respondents outside DRC also showed a breadth of using MMC (or earlier RMMS) evidence that goes beyond EvidenceAid's definition in shaping policies, organisational positions, terminology and planning. Donors in particular pointed to MMC's role in shaping internal decision-making on resource allocation (see 2.5 below).

- DFID opted to establish a dedicated mixed migration programme on the basis of a number of MMC (and its predecessor, the RMMS) products, explicitly referencing RMMS data and analysis in the business case to create the Safety, Support & Solutions programme.¹⁴ They subsequently modified their Theory of Change from Phase I to Phase II of their 78M GBP Safety, Support & Solutions programme, again referencing MMC.
- The Start Network's Migration Emergency Response Fund (MERF) - a rapid-response, context specific, contingency fund run to respond to changes in the context, spikes, ongoing gaps and acute needs related to migration along the western and central Mediterranean routes - formally adopted MMC's definition of mixed migration on World Refugee Day 2019.¹⁵

¹⁴ For more information about the DFID SSSII programme see here: <https://devtracker.dfid.gov.uk/projects/GB-GOV-1-300461>

¹⁵ Squire, D., (2018), Is there a distinction between a 'refugee' and 'migrant'?, [START Network, available at: https://startnetwork.org/news-and-blogs/world-refugee-day](https://startnetwork.org/news-and-blogs/world-refugee-day)

2.5 Resource mobilisation

Resource mobilisation

“The implementation of a new intervention or policy will require the mobilisation of resources. These might be financial to pay for activities or the personnel needed to deliver them. Having adopted an evidence-informed approach to planning the strategic response and choosing the interventions and policies to adopt should make these more likely to be effective and, as a consequence, more attractive to donors.”

All respondents acknowledged the value of MMC in resource mobilisation, specifically in relation to fundraising. A majority were able to cite specific examples where MMC data or products had supported proposal development in particular.

Fundraising within DRC

MMC data and analysis has shaped considerable resource mobilisation. DRC able to secure large multi-year funding from various donors in a number of contexts. This was strongly reflected across respondents. DRC has also been able to pilot new operational approaches and interventions, such as route-based responses, using MMC analysis to support their choices.

- DRC used 4Mi and MMC/RMMS analysis in securing new DFID funding in three contexts (Central Mediterranean, Ethiopia and Sudan).
- In West Africa, research framed as feasibility studies in partnership with Clingendael Institute helped underpin discussions with donors to secure some of this funding.
- DRC secured funding from the Dutch government for a three-year project using 4Mi to work with Afghan diaspora to shape behaviour change and communications work in Afghanistan.
- DRC Afghanistan secured additional funds from DFID to support programme expansion based on 4Mi reports - MMC Asia highlighted DRC's operational expansion to Nimruz, Afghanistan as a result of 4Mi data (DFID results framework, internal DRC)

Respondents did not identify any particular gaps in terms of evidence provided by MMC, but focused rather on where they saw opportunities to improve collaborative planning and adequate resource allocation. One good example given was the collaboration in the design of the Afghan Diaspora project across Europe & Afghanistan. Both MMC and DRC staff felt proposal development and budgeting processes did not always allow for sufficient communication, which could impact on workload and feasibility of activities when it came to implementation. A number of respondents - mainly from DRC but echoed by some MMC respondents - felt that DRC staff were not always clear what sort of products or functions MMC could offer, which could result in misunderstandings and a need to 'manage expectations'.

Donors decision-making and resource allocation

Both DFID and DANIDA felt that MMC (or earlier RMMS) analysis had influenced global decision-making on allocation of funds and donor engagement with mixed migration as a specific challenge. DANIDA's respondent explicitly referred to MMC's mix of data, research and analysis as a key added value.

As outlined in the above section, DFID established their large multi-year dedicated fund for route-based mixed migration response using RMMS/MMC analysis in the business case. DANIDA is exploring the possibility of applying a similar 'whole of migratory route' approach to programme funding, and saw MMC evidence as a key source in establishing a full picture analysis.

The key gap identified by both DFID and DANIDA focused on how data and evidence can help them gain a better understanding of 'what works' in terms of mixed migration operational responses. They felt this would then enable them to make more informed decisions around resource allocation.

2.6 Implementation and monitoring

Implementation and Monitoring

“As you implement an intervention or policy you need to think about how you can monitor and report on your impact. This will help you to show if you are making a difference.”

No respondent was able to point to specific MMC products or analysis as a basis for monitoring programme implementation, or for modifying an ongoing intervention. However, as mentioned in the “analysis and need assessment section” above, a growing number of projects explicitly reference MMC and/or 4Mi as part of an iterative project implementation process.

DRC-led responses

On the whole, DRC respondents did not see a role for MMC in operational implementation and monitoring linked to impact. However a number of respondents did raise the possibility of using 4Mi survey to gauge broader perceptions of INGOs and humanitarian assistance being provided along routes, linked to understanding decision making processes by people on the move.

- The DRC-led 3M Consortium based in Tunis specifically refers to “Data and information loops on changes in needs, flows, routes, etc” as a basis for informing immediate operational shifts to respond to changes in need
- DRC’s European Afghan Diaspora programme currently uses 4Mi research to inform behaviour change and communications activities by DRC Afghanistan

Where a sustained role for MMC data or analysis has been explicitly embedded into programme design - such as in the 3M Consortia and the Afghan Diaspora project - it is unclear how far evidence generated within the project has directly informed activities, in part due to the relative newness of these programmes. This type of evidence sits awkwardly between “needs assessment and analysis” and “implementation and monitoring”. The 3M Consortium explicitly references MMC data and analysis as a basis for rapid modification of interventions but to date this flexibility has not been activated within the programme.

External partnerships

Similar to the two projects cited above, two external project partnerships with UN Agencies have provided further experience in ‘embedding’ a role for MMC evidence. In both cases, MMC’s data gathering role was intended to a) inform choices for response strategies and b) provide sustained data with a view to supporting subsequent implementation.

- A UNICEF Southern Africa / 4Mi partnership whereby 4Mi data was used to both shape understanding of mixed migration trends and needs in the region and support direct intervention through a direct referral mechanism
- A similar partnership with UNFPA whereby urban surveys involving 4Mi helped shape “operational trials”, or pilot interventions, with youth across 4 cities (Beirut, Cairo, Nairobi, Tunis) through timely analysis of profiles and drivers

While this embedded role enabled the use of MMC evidence in programming, there are still lessons to be learned from these projects. In a way, while working as “implementing partners” helped to strengthen the direct link between MMC evidence and programme responses of the “commissioning” agencies, it has hampered the use of such evidence for the broader sector and for the other MMC strategic objectives (knowledge and policy).

2.7 Operational peer review and evaluation

Operational peer review & evaluation

“Operational peer review can be used as a course corrector and to identify areas for immediate corrective action. Along with an evaluation of your own strategic response, and comparisons with evidence from similar interventions, it can help to determine whether adjustments or improvements are necessary, in particular for leadership arrangements, implementation of other phases of the cycle, coordination and mechanisms for accountability to affected people.”

No respondent cited MMC (or any other) sources of operational learning, best practices, tools or practical guidance adapted specifically to mixed migration contexts. While DRC has internal policy guidance for responding in mixed migration contexts, this does not extend to operational methods, best practice or models.

While some programmes had undertaken internal or external evaluations, none are publicly available. A limited literature explores the challenges faced by practitioners in key mixed migration contexts, but no globally applicable lessons learned or guidance has been developed or made available. This was highlighted as a gap by many field-based respondents but is for the most part beyond the scope of MMC's mandate. A number of (field-based) respondents saw value in MMC providing technical advisory capacity within the framework of a broader operational review intended to identify best practices and lessons learned, but others (HQ-based) questioned whether the scale of mixed migration response merited such investments.

Section 3. Barriers, best practices and lesson learned: information management and coordination

The previous section outlined respondent feedback at the various stages of the programme cycle. Central to all phases of the cycle, as per the EvidenceAid figure in Section 2, is "information management and coordination".

And indeed the importance of good communication and coordination was underscored by all respondents, particularly when asked to identify specific barriers to using MMC products in operational response. This section outlines key findings - including best practices and barriers - with regard to information management and coordination processes, and introduces relevant lessons learned from three other initiatives seeking to promote evidence-based based operational response.

3.1 The barriers

DRC respondents in particular saw three types of barrier to applying MMC evidence in operations, summarised in Box 5 and as follows.

Relevance

Firstly, respondents felt products were not always relevant to their specific needs. This was particularly the case for DRC field-based respondents focusing on the gaps in analysis at programme implementation levels, as discussed in the previous section.

Differing timelines were also seen as a challenge. Respondents felt programmes often worked to faster and shorter funding and response cycles than research projects. Specifically with regard to ongoing project implementation, 4Mi was felt to be less relevant due to limited changes in data over time.

Box 5. Primary barriers to using MMC evidence cited by field respondents

1. Relevance

- Data from 4Mi indicates limited changes over time. Analysis broadly supports strategic design and initial operational roll-out but is less relevant for ongoing programme interventions. Research timelines are often longer than humanitarian response timelines
- Insufficient targeted or thematic qualitative research questions responding to emerging programme or protection challenges

2. Information management

- Length and density of reports
- Limited/no analysis of humanitarian and protection consequences of findings

3. Coordination

- Effective research collaborations tend to be personality and context-based rather than systematic and structural
- No structured programme-oriented research agenda to feed into, distinct from MMC's broader policy and academic research agenda

Information Management

A large number of DRC respondents did not perceive MMC's products as directly targeting programme teams, stating that reports did not include tailored humanitarian analysis. This was supported by the Head of MMC, who explained that MMC's research studies are not typically developed with programmes in mind. Another MMC respondent similarly explained that 4Mi data should be seen by programme staff as "any other data you collect, just one extra source" rather than targeted to specific programme challenges. She felt that discussions with programme teams could be challenging because of their

assumptions around programme recommendations. Although MMC works to three areas of strategic objectives (policy, knowledge, programme), research studies are not designed as being linked to one or other strategic objective, and an overall purpose not usually defined. Products are therefore not published under a given objective and may or may not hold immediate relevance to programme implementation. This also means products are not easily identifiable as 'programme' relevant, as opposed to knowledge or policy relevance.

Whose job is it anyway?

The five stages outlined in the EvidenceAid cycle do not reflect the full scope and complexity of mixed migration programming outlined by practitioners, particularly in the frame of cross-regional, multi-year, multi sectorial programme responses, such as the DFID 3M programme for instance. Field-based practitioner respondents consistently pointed to gaps in area of programme adaptation that sit awkwardly between a broad definition of needs assessment and analysis, and implementation and monitoring. Project approaches, and the theories of change underpinning them, typically include key assumptions made using the available evidence at the time of design - or "needs analysis and assessments".

However, once a project is underway, regular project activities such as protection monitoring, accountability mechanisms or vulnerability surveys may point to underlying issues that require further in-depth analysis, often qualitative, and which existing evidence could not identify or address at the time of design.

Whereas a majority of MMC respondents felt that this sort of analysis should sit within the project team, as part of MEAL activities for instance, the majority of DRC respondents and other field-based respondents saw considerable opportunity to draw on MMC capacity to deliver more in-depth qualitative analysis of emerging issues. Donors also felt this was a key area of added value for MMC. This seemed in part due to a perception that MMC had the required capacity to do so, whereas individual project teams did not.

This was particularly the case for respondents working in established responses where analysis tends to move from quantitative - e.g. how many people and what sort of NFI kits- to qualitative - e.g. how to promote social cohesion as part of a wider protection strategy through greater understanding of conflict dynamics. The majority of research questions prioritised by field-based respondents reflect this, going beyond traditional needs assessments - quantitative, and focused on individual needs, scale, locations etc... - to more qualitative analysis of dynamics and drivers, threats, choices, decision-making processes etc. with a view to informing detailed response choices. This should be seen as distinct from analysis of drivers and profiling that can be undertaken prior to project start up within a broader needs assessment.

This may go some way to explaining common feedback from DRC respondents that specific humanitarian analysis is lacking, and a sense that “some of it is very theoretical, clearly only aimed at academia and of interest to them”. This sentiment was expressed by several DRC programme staff, who felt that “4Mi data is super interesting but the communication done with it is not accessible to humanitarians - it is very focused on researchers and policy people”. It may also explain the broad range of expectations and at times uncertainty of what MMC can provide specifically for programme teams.

A majority of respondents from both DRC and MMC suggested there would be value in a ‘catalogue’ of products, against standardised templates and products/purpose, to better manage expectations of what MMC can provide. Others suggested exploring creative communications to help field staff access information and analysis. Examples included direct briefings to project level staff by MMC, and using podcasts and audio products to share findings.

Coordination

A large majority of DRC and MMC staff referred to internal processes and ways of working, or coordination, as a key barrier to using MMC evidence in operational responses. A number pointed to ‘best practices’ where new DRC programmes or internal structures, such as for Europe and Colombia currently, or Ethiopia in 2017, had allowed for closer cooperation and more structured, integrated planning from the outset. DRC’s Europe Regional HoP and MMC’s Europe Coordinator were able to define a common research agenda that underpins both operational (DRC) and policy (MMC) objectives.

Respondents from both MMC and DRC cited the importance of clear engagement and prioritisation from DRC Regional HoP to facilitate relevance to programme teams and promote regular communication between research and programme teams. Both Asia and Europe DRC Regional HoP and the Asia/Europe MMC Coordinator referred to DRC’s regional and country strategic planning processes as key opportunities for effective engagement. In other regions DRC respondents cited a lack of formal structures or processes to help them inform MMC’s research priorities - particularly at country level. Three DRC respondents in various country programme management roles expressed a frustration that their thematic priorities were communicated but not necessarily reflected in MMC’s research products.

MMC staff in particular felt planning processes had changed considerably over the last two years. Longer-serving MMC staff reported previously working to very flexible internal planning processes with core funding and high levels of independence. Those same staff felt that an increase in partnerships and more project-based donor funding had resulted in less autonomy and more challenging internal processes for MMC.

A small number of project-specific partnerships (external and internal) were cited as experiences with clear learning for more effective coordination. Much of the learning focused on the increased time requirements due to working with others, the frequency, depth and quality of communication between actors, and meeting different expectations between actors - and how to factor this into resourcing and planning in future.

3.2 Lessons learned elsewhere

The barriers and learning outlined above closely reflect experiences elsewhere in applying evidence to humanitarian response. Very little literature is available on the use of evidence in mixed migration responses: some analysis can be found around the operational challenges faced by practitioners in mixed migration settings - such as in Eastern Europe & Greece - but as yet there are no consolidated best practices or practical guidance for those working in such contexts.

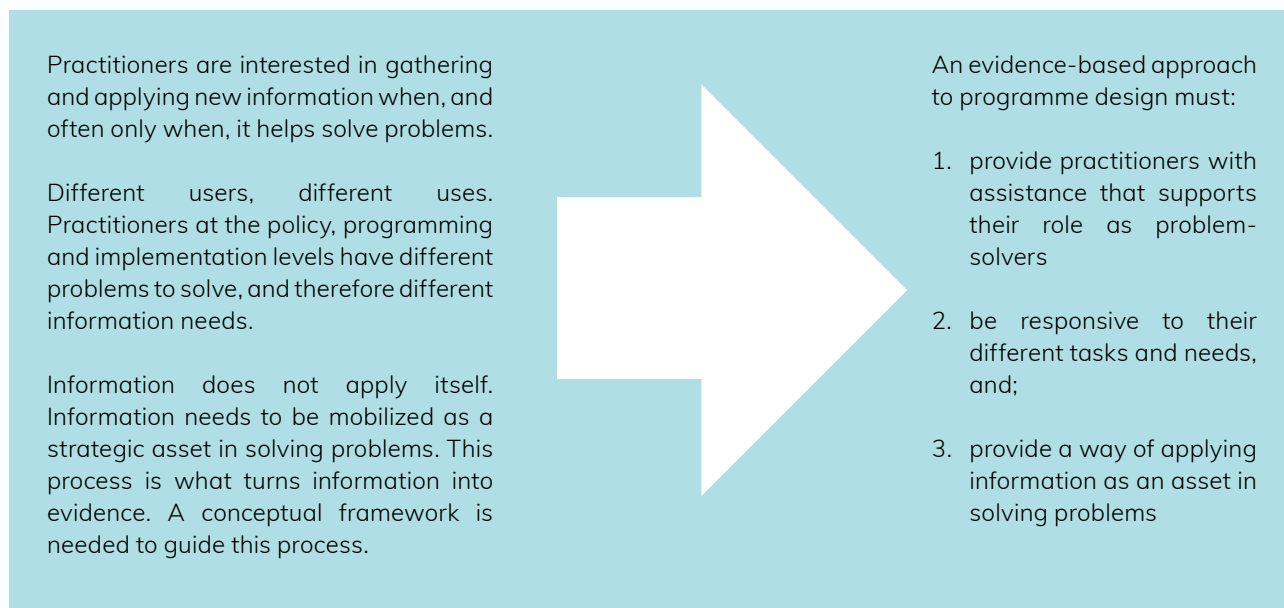
Three specific examples exploring evidence-based use in programme design were identified, however, from which relevant lessons can be drawn for mixed migration contexts. In addition, a growing body of work around ‘adaptive management’ also holds relevant learning. Reflecting EvidenceAid’s emphasis on information management and coordination at the centre of the programme cycle, all four sources underline the importance of good coordination.

UNIDIR: Evidence-based programme design in the context of Reintegration

A 2012 UNIDIR study into evidence-based programme design in the context of Reintegration programmes highlighted the need not only for evidence itself, but also for a ‘conceptual framework’ to ensure information is ‘mobilised as a strategic asset in solving problems’¹⁶. The study is one of the earlier examples of literature identifying information management and coordination, and a clear ‘purpose’ as critical to ensuring application of evidence and learning in programmes.

16 Miller, D. B., Rudnick, L., (2012), A Framework Document for Evidence-Based Programme Design on Reintegration, UNIDIR, available at: <https://www.unidir.org/files/publications/pdfs/a-framework-document-for-evidence-based-programme-design-on-reintegration-396.pdf>

Fig 2. Framework Document for Evidence-Based Programme Design on Reintegration UNIDIR 2012¹⁷



A further relevant conclusion was that 'innovative' or new programme approaches required higher levels of evidence than established models, requiring pilot projects and trial and error before scale-up. This suggests that in 'new' contexts, such as mixed migration responses, single studies may not be sufficient to justify new response approaches.

DFID's Humanitarian Innovation & Evidence Programme (HIEP)

More recent (and extensive) learning is found in a (five-year long) evaluation of DFID's Humanitarian Innovation & Evidence Programme (HIEP) published this year. The HIEP is a multi-year programme running from 2013-2022 which aims to "impact on humanitarian actors' capacity to deliver improved response and resilience programmes that are effective at supporting vulnerable people". Its second outcome explicitly targets humanitarian actors to "change skills, behaviours, relationships, cultures and systems to promote the regular integration of evidence into humanitarian and DRM interventions".¹⁸

The evaluation reaffirmed UNIDIR's earlier conclusions in highlighting the importance of planning and an inclusive design process. It went on to underline the need for extensive investments in dissemination and communication to ensure practical uptake. A number of key lessons directly reflect the feedback on barriers outlined in 3.1 above. The following lessons identified by the 2019 evaluation report are particularly relevant (emphasis added):

1. Humanitarian **research needs to be funded alongside operational funding**. Funding for each process tends to be agreed separately ... for short-term periods in operations, while research needs longer lead time and duration (...) **Integration of larger-scale research into operations with separate research teams working alongside ...** is an approach that shows potential.
2. **Project designs benefit from broad processes** that go beyond evidence-gap mapping and consultation (...) to define the problem and design the projects (...) helps overcome sectoral siloed thinking and **to integrate a user perspective**.

¹⁷ UNIDIR's conclusions matched findings from a 2012-13 Operational Learning series by ACAPs with the Feinstein International Institute. The series identified 9 factors driving decision-making in operational responses, none of which involved evidence: The capacity and organisational ethos of the implementing agency; The personal experience of program staff; Donor resources and policy; Government policy in the recipient country; Media and political influences; The costs of reporting and compliance associated with different resources; The capacity of partner organisations; 8) Assumptions about the risks associated with different responses. For further reading see Maxwell, D. & Heather Stobaugh, H. (2012), "Response Analysis: What Drives Program Choice?" available at <https://www.alnqp.org/system/files/content/resource/files/main/ua197-023-023-00001-archival.pdf> and "According to need? Needs assessment and decision-making in the humanitarian sector", James Darcy & Charles-Antoine Hofman, published by HPG/ODI 2003 available at <https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/285.pdf>

¹⁸ Itad, (2018), Evaluation of Humanitarian Innovation and Evidence Programme: Summative Phase Two, available at: <https://www.gov.uk/dfid-research-outputs/evaluation-of-the-humanitarian-innovation-and-evidence-programme-hiep-summative-phase-2-final-report>

3. **Effective communication of new evidence and innovation needs to take place throughout the project and be long-term**, extending beyond the production and initial promotion and communication around the evidence reports and other products. It also needs to be **customised to specific audiences to draw out the practical implications for their role**.

The Regional Durable Solutions Secretariat (ReDSS), East Africa

Many of the above lessons are already actively applied by the inter-agency Regional Solutions Secretariat (ReDSS) in East Africa, hosted by DRC as a founding member. The ReDSS has invested heavily in areas of consultation and partnership, inclusive and collaborative planning, clear research frameworks, outreach and dissemination as a basis for increasing evidence uptake and application in programmes, as outlined in the extract below (Box 6). The scope of activities highlighted gives an idea of the substantial resources required.

Box 6: Practical Learning from the ReDSS

How have we supported learning uptake and impact?

- **Participatory and adaptive process:** minimum time period for research process: 6 months to engage all actors and adapt scope of study to fit purpose
- **Extensive scoping mission in country with key partners prior to conducting research**
 - Engagement with government in research questions to ensure relevance
 - Risk management and mitigation
- **In-depth qualitative research and analysis conducted** in partnership with national partners (research institutions, NGOs, and government) to ensure a strong participatory and consensus building approach
- **Consultative workshops with national authorities and partners at field level** organized to discuss key findings and develop recommendations together
- **Operational learning workshops with practitioners** organized to discuss how to adapt programming based on findings and to develop recommendations
- **Dissemination events** bringing together governments, humanitarian, development and policy makers for collective reflection and cross learning
- **Feedback sessions held with displacement affected communities** to share back the key findings and discuss recommendations

Slide taken from ReDSS 2018 Annual Review presentation

The Regional Durable Solutions Secretariat (ReDSS) in Nairobi is an inter-agency membership platform explicitly geared towards generating evidence as basis for support to durable solutions, both through policy and programme responses, in forced displacement contexts. A 2018 review of the Secretariat's work highlighted the considerable human resources dedicated to investing in relationship building, both with ReDSS members and with external stakeholders, to achieve their goals. This is in part due to ReDSS identifying the need to improve uptake of evidence and learning amongst practitioners, as a result of which they explicitly prioritised outreach and engagement.

“Adaptive Management” - practitioner learning from development approaches

The common learning from these three examples largely reflects a programme approach known as ‘Adaptive Management’, or adaptive learning. Initially drawn from computer science and “systems thinking”, adaptive management has been applied mainly in development programming and in particular within fragile or protracted conflict contexts. Such contexts, often requiring capacity to respond to rapid change and adaptation (including emergency humanitarian responses) within a bigger picture ‘development’ frame could offer key learning relevant to operational response design in mixed migration settings.

The approach focuses on ‘embedding’ sustained data and analysis functions into project design, similar to the DFID-funded 3M Consortia and the two mentioned UN partnerships. It has been explored by actors including MercyCorps, IRC, CARE and Oxfam and is supported by USAID and DFID as institutional donors. An ALNAP working series into adaptive management highlights findings similar to those presented here.¹⁹

The series further concludes that uptake and application of learning and evidence within programming, whatever the evidence source or form, is directly linked to organisational cultures and learning and must be built into organisational and planning processes.

19 See for example the ALNAP series into Adaptive Management, available here with a number of case studies: <https://www.alnap.org/search?keywords=adaptive+learning>

Section 4. Key Findings and Recommendations

4.1 Key findings

Eight key findings arose from the study, as summarised below. They straddle areas of organisational planning, managing complexities, detailed programme design & implementation, information management & coordination and partnerships.

1	2	3
<p>MMC evidence & analysis is not currently conceived and produced under a specific MMC strategic objective (knowledge, policy, programming) and this hampers predictability and usability by potential users, namely practitioners in the context of this study</p>	<p>Mixed migration contexts have a broad range of specificities requiring adaptations in “traditional” operational response</p>	<p>Use of MMC evidence within the distinct programme cycle phases varies but there is an overall “gap” in the programme adaptation phase, which lies between initial needs assessment & analysis, and implementation & monitoring. This gap is especially salient for programmes with longer timescales</p>
4	5	6
<p>Current barriers to applying MMC evidence are primarily process-related, i.e. information management & coordination</p>	<p>A distinction should be made between independent evidence which directly or indirectly informs programmes, and ‘embedded’ evidence and analysis functions within a programme</p>	<p>Promoting evidence use by programmes requires substantial investment</p>
7	8	
<p>“Adaptive management” offers guidance to explore ‘embedded’ programme evidence</p>	<p>Partnerships are beginning to provide relevant learning for ‘embedding’ MMC’s role in programme</p>	

1. MMC evidence & analysis is not currently conceived and produced under a specific strategic objective

Although MMC has 3 strategic objectives, these objectives have not informed distinct strategic workstreams. While various MMC products could contribute to more than one strategic objective, this means that individual products are not conceived or published in relation to a given objective.

This has consequences in three key areas:

- Organisational resources for research and analysis are not dedicated to one or other objective. With the exception of some project budgets, this means that no resources are explicitly committed to generating programme-relevant evidence
- Research is not conceived and designed with a specific programme-relevant purpose or output. Where analysis of humanitarian consequences is provided, it has tended to be generated after the research is completed rather than deliberately planned as a core objective of the research itself
- Practitioners seeking relevant analysis are unable to distinguish at a glance whether MMC products are targeting a policy audience, contributing to knowledge, or specifically focusing on programme-relevant issues

2. Mixed migration contexts present a broad range of specific complexities, requiring adaptations to operational response

All humanitarian responses require extensive contextual analysis and understanding as a basis for effective response. Many of the principles applied to forced displacement response are equally valid in a mixed migration context. However, the complexities presented by mixed migration contexts requires practitioners in particular to understand a wider range of social dynamics and legal frameworks, and to adapt traditional models of response. To date, limited practical learning or guidance is available to assist them in this

3. Use of MMC evidence within the distinct programme cycle phases varies but there is an overall “gap” in the programme adaptation phase, which lies between initial needs assessment & analysis, and implementation & monitoring.

MMC evidence and analysis is being used widely in initial needs assessments & analysis, strategic planning, and resource mobilisation stages of the programme cycle.

Where gaps were identified, they represent for the most part in-depth analysis of specific dynamics, themes and problems faced by practitioners once implementation begins. Respondents saw a clear role for MMC in addressing these gaps

4. Current barriers to applying MMC evidence are primarily process-related, i.e. information management & coordination

Almost all barriers cited by respondents related to challenges in communication, expectations, and planning processes. There is some confusion amongst practitioners in terms of what they can expect from MMC that would directly contribute to programme delivery.

This is exacerbated by a lack of standardised planning processes to guide engagement between programme teams and MMC staff to determine and deliver against programme research priorities

5. A distinction should be made between independent evidence which directly or indirectly informs programmes, and ‘embedded’ evidence and analysis functions within a programme

To date, the majority of MMC evidence has been generated without explicit reference to programme needs or goals. Key Finding 3 above suggests that such analysis has played a part in shaping operational responses at the earlier programme stages but is unlikely to respond to issues arising during implementation.

Four recent projects have incorporated a specific MMC research and analysis function into the programme design itself, effectively embedding a MMC role into programme delivery and aiming to explicitly shape to ongoing programme implementation. This has required greater collaboration between MMC and programme teams, and each of these projects are generating particular lessons learned

6. Promoting evidence uptake into programmes requires substantial investments

MMC emphasis to date has focused primarily on the production and generic dissemination of evidence without specific reference to MMC's strategic objectives. Clarity of purpose and clearer objectives can support the application of evidence and analysis in programme response.

However, uptake and application of evidence within programming, whatever its source or form, requires sustained engagement with programme teams throughout the research process and beyond. This is closely linked to organisational cultures around learning, and adequate capacity must be built in to organisational and planning processes

7. "Adaptive management" offers guidance to explore 'embedded' programme evidence

The most advanced approaches to evidence uptake in aid interventions apply an 'adaptive management' approach, typically seen in fragile or protracted conflict and displacement contexts. Such contexts, often requiring rapid change and adaptation (including emergency humanitarian responses) within a bigger picture 'development' frame, could offer relevant learning to operational responses in mixed migration settings - including the generation of application of evidence within programmes

8. Partnerships are beginning to provide relevant learning for 'embedding' MMC's role in programme delivery

Four recent or ongoing projects (UNICEF, UNFPA, the 3M Consortia & DRC Afghanistan's Diaspora project) which incorporate an explicit MMC evidence role within the programme itself reflect a range of different partnership approaches. With elements of adaptive management present in each, these projects are generating valuable practical lessons in three key areas:

- how to 'embed' a sustained MMC role into programme objectives & framework throughout implementation;
- how to resource greater investments in relationships, consultation and planning; and,
- how to contractually manage roles & responsibilities, data use and intellectual property

4.2 Recommendations

The following recommendations are grouped into short, medium and longer-term actions for consideration by MMC and in some cases DRC. They for the most part follow the order of Key Findings.

1. Short-term recommendations

Recommendation 1.1

All new research initiatives should establish their own conceptual framework prior to commencement, and explicitly reference expected results relevant to MMC's Strategic Objectives. This framework should specify the purpose of the research as part of wider Terms of Reference for implementation. It should identify its target audience and initial dissemination or communication plans should also be considered.

Any product identified as contributing to MMC's third Strategic Objective should explicitly include analysis outlining relevant humanitarian concerns along with consequences or impacts of research findings. Products should be published with clear 'tags' highlighting their anticipated relevance to practitioners.

Recommendation 1.2

MMC staff should use face-to-face (internal DRC coordination meetings, Protection cluster meetings, country and regional INGO fora, bilateral meetings) and remote communications tools (eg surveys, online requests) to identify practitioner research priorities and help prioritise relevant programme research topics.

Recommendation 1.3

MMC should continue to invest in providing consolidated analysis, using all available secondary sources (DTM/IOM, OCHA, UNHCR, REACH etc) alongside 4Mi and DRC programme data, to provide credible consolidated analysis on a given context or thematic. At programme level this is a unique selling point and key horizon scanning function highlighted by respondents.

MMC should also continue to invest in shorter summary reports with key findings, summary infographics etc as more accessible overviews of data and analysis.

Recommendation 1.4

Where not already in place, MMC should consider establishing a clear basis for regular (monthly) analytical exchanges between, at minimum, the DRC Regional Head of Programmes and the Regional MMC Coordinator to discuss emerging data, trends, changes to context, programme obstacles and learning. Where possible/relevant this could also take place at country level to facilitate information exchange with programme teams.

Recommendation 1.5

DRC-led donor proposals should explicitly include MMC consultation and 'capacity check' to ensure appropriate resourcing and capacity as part of institutional review processes prior to submission (and vice versa for proposals led by MMC which make use of DRC resources and structures). Where relevant this should be linked to Recommendation 1.1, clarifying purpose of research initiatives.

Recommendation 1.6

MMC & DRC should ensure all new DRC staff inductions include MMC's strategic plan & a briefing with the relevant MMC Coordinator. Incoming Country Directors should also receive MMC briefings with MMC regional and/or global staff depending on context to facilitate relations from the outset.

Recommendation 1.7

MMC should consider exploring ways to build regional and country relationships for collaboration and dissemination through relevant inter-agency coordination mechanisms and field-level outreach to practitioners - eg Protection clusters, mixed migration working groups, regional 'Hubs' such as in Panama for direct engagement with practitioners beyond DRC as a basis for identifying common areas of thematic focus and research priorities. This may also be done initially through DRC counterparts, using closer engagement with e.g. DRC Regional Heads of Programme and Country Heads of Programme or Country Directors in particular

MMC should consider specifically approaching INGO and NNGO coordination fora in each context, and develop MMC-specific relationships with NGO Forum Coordinators and NGO Forum advocacy and/or protection sub-groups where these are in place

2. Medium-term recommendations

Recommendation 2.1

MMC should consider initiating a planning process in support of delivering MMC's third Strategic Objective. This process should engage key practitioner partners (DRC and external) and seek to establish a dedicated 'demand-driven' workplan with regard to generating and applying evidence at programme level.

This workplan should include at minimum a 2-year programme-relevant research agenda, with appropriate dedication of resources (staff time, consultancy funding, partnerships and collaborations) or indication of project-based fundraising to support implementation. Some flexibility should be maintained to allow to changes or emerging priorities within the 2-year timeframe. MMC Regional Coordinators and DRC Regional Heads of Programmes are best placed to co-lead the identification of a regional or route-based research agenda with coordinated inputs from relevant DRC country staff.

Recommendation 2.2

DRC should seek to ensure DRC country & regional strategic planning processes take into account MMC presence and capacity (in its current structure and organisational form - see also Recommendation 3.1), and that dedicated exchanges with relevant MMC staff ensure context-appropriate reflection of MMC within DRC strategic plans.

Recommendation 2.3

MMC should consider developing a summary catalogue of what can be provided, timelines, and relevance to programme cycle along with a workflow template which outlines who can allocate MMC resources, at what level, and through what process – e.g. Regional MMC Coordinators determine regional annual research priorities across all three Strategic Objectives, identifying products and related resource requirements to feed into MMC's global planning.

Recommendation 2.4

MMC should consider investing in dedicated fundraising and compliance management capacity to support relevant fundraising and contract management, including with regard to managing external partnerships.

Recommendation 2.5

MMC should explore how strategic and innovative communications can make analysis and findings more accessible to field practitioners, such as through podcasts or short video clips sharing new analysis or specific report findings. An MMC application with regular audio products and a regular regional/global roundup could allow practitioners to catch up on recent analysis or emerging trends while driving/multi-tasking and even offline.

In support of the above, MMC and DRC should consider investing in dedicated communications capacity within MMC structures.

Recommendation 2.6

DRC should consider initiating a global practitioner interagency review of programmatic lessons learned, tools and best practices gained over the last 3-4 years of operations in Mixed migration contexts, engaging relevant partner agencies (e.g. IFRC, SAVE, IRC) and using MMC as a technical advisor where relevant.

Recommendation 2.7

MMC should explore potential for contributions to humanitarian practice learning through, for example, strategic partnerships with actors such as ALNAP or the Overseas Development Institute whereby MMC could be called upon to provide a specific mixed migration 'lens' into relevant Humanitarian Practice workstreams, or as part of a DRC-led practitioner based interagency review of programmatic lessons learned gained over the last 3-4 years of operations in mixed migration contexts.

DRC should consider working with MMC to explore and assess the relevance of Adaptive Learning and Adaptive Management as a basis for embedding research, knowledge and learning into DRC's programme design and organisational field capacity in mixed migration contexts (see Box).

Promoting adaptive learning & monitoring uptake : 2 key lessons from the ReDSS Nairobi

1. Planning outreach & engagement for adaptive learning

- Start with **dissemination plans** for each study before initiating any research, building a **participatory process** from the outset
- **Define the objectives and focus of study** through operational workshops involving relevant stakeholders in relevant locations
- **Use a midterm workshop to share emerging learning**
- Plan a final workshop to share full findings and **develop recommendations together**, involving stakeholders (programme and policy) ensures recommendations become very concrete
- **Accompany programme practitioners** to assess how to adapt or change programmes

2. Resourcing monitoring of take up

- **Regular monitoring and documenting** of references in government and partner programme documents
- **Partners and organisations** asked to document usage and report against it

Recommendation 2.8

MMC should consider formalising its approach to project and strategic partnerships: project partnerships should be guided by mutual interest and complementary capacities around a given project or research study, with a single contractual agreement to deliver the agreed results using a given budget. Strategic partnerships should be long-term collaborations based on shared principles and values, with common strategic goals and unrelated to funding. Within this project partnerships and agreements can also then be developed.

Project partnerships may include, for example, replicating context-specific collaborations such as ACAPs scenario planning, particularly for emerging contexts or 'horizon scanning' products for less operational contexts, or research collaborations for specific thematic pieces of work.

Strategic partnerships could establish permanent capacity for horizon-scanning and/or real-time response in emerging contexts, to generate rapid data and analysis in very short timeframes. While this could be done through dedicated resources within MMC, it is likely

to be more cost-effective and achieve greater uptake and impact when done through strategic partnerships with REACH or ACAPs (see newly created Crisis in Sight platform²⁰) to deploy MMC technical expertise as part of relevant real-time assessments, using 4Mi data where possible to complement analysis.

3. Long-term recommendations

Recommendation 3.1

MMC should consider initiating a comprehensive, inclusive strategic planning process for post-2020 strategy development over a longer-term frame (ideally 5 years given the policy level focus, or to match DRC's global organisation strategic planning timeframes and core funding cycles). This process should seek to address both technical and organisational ambitions, and explicitly consider questions such as:

- Scale of ambition in terms of MMC presence and coverage – e.g. regions and presence such as Central America, Australasia; resourcing an 'horizon' and emerging crisis function; going beyond DRC operational presence but taking into account DRC's mandate.
- Reaffirming MMC's organisational strategic focus on policy, knowledge and practice, with a clear rationale for determining an appropriate weighting of each. This could remain as per MMC's current strategy (33%-33%-33%), or it could underpin a strategic choice to prioritise policy engagement (such as 60% policy, 20% knowledge and 20% practice). The conclusions should be clearly communicated within MMC and DRC, and to key external stakeholders, and resources within MMC allocated accordingly.

A comprehensive donor analysis, including risks and constraints, should be undertaken from the perspective of Mixed Migration and integrating any DRC protection concerns. This should help MMC inform and balance strategic and organisational objectives against realistic resource projections, while ensuring overall strategic priorities are set independent of donor priorities. It should also help address any operational concerns around politicisation of aid and establish common MMC/DRC criteria for accepting or refusing donor funds in a given context.

The process must involve DRC key programme staff along with MMC staff along with key external stakeholders (relevant to each of the three strategic work streams policy, knowledge and programme).

²⁰ See <https://crisisinsight.acaps.org>

The process should explore 'service provider' options to a wider practitioner audience and frame ambitions for this, including a realistic timeframe and organisational planning process. "Service provider" in this case is understood to be an independent reactive, demand-driven research & analysis service provided in response to requests by other actors, with appropriate contractual requirements with regard to intellectual property, end use of data, research methods and standards etc. A brief assessment of different organisational models may be useful preparation for this, including the organisational development processes and lessons learned from the ReDSS structures and set-up

The process should consider relevant partnership approaches - formal and informal, strategic and project - as a means to achieve impact through dissemination and scale, and how to operationalise and resource such approaches.

A comprehensive external evaluation of MMC's work to date, incorporating current Strategic Objectives 1 and 2, could help frame and feed into strategic discussions while taking stock of achievements to date.

Annex 1 - Terms of Reference

Introduction

The MMC is a leading source for independent and high-quality data, research, analysis and expertise on mixed migration. The 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. The MMC's overarching focus is on human rights and protection for all people on the move. The MMC focuses on 6 core regions, with regional teams in each of these: Eastern Africa & Yemen; North Africa; West Africa; the Middle East, Asia and Europe. Read more about the MMC here: www.mixedmigration.org. The MMC is part of the Danish Refugee Council (DRC), a leading humanitarian organization responding to displacement and mixed migration in 40 countries.

Since 2014, MMC has been implementing the Mixed Migration Monitoring Mechanism initiative (4Mi), a growing network of monitors stationed in key migration hubs in more than 20 countries along 7 major migration routes, who are interviewing refugees and migrants on the move on a continuous basis, providing a solid evidence base on the needs and protection incidents facing people on the move. Read more about 4Mi here: www.mixedmigration.org/4mi/.

The MMC has three main objectives:

- To contribute to a better, more nuanced and balanced understanding of mixed migration (knowledge)
- To contribute to evidence-based and better-informed migration policies and debates (policy)
- To contribute to effective evidence-based protection responses for people on the move (practice)

MMC seeks the services of a consultant to support the approach to the third objective: evidence-based responses for people on the move.

Objective of the study

The purpose of this consultancy is to:

- Provide a quick desk review of current approaches to evidence-based programming of key actors responding to mixed migration (UN agencies, NGOs).
- Provide an overview of existing examples of linking data/evidence on mixed migration with operational protection responses within DRC.
- Identify best practices and successes – but also worst practices and failures – both within DRC and other organisations in terms of using data/evidence to inform and improve operational protection responses for people on the move in mixed migration flows.
- Develop concrete recommendations on how the MMC's (4Mi) data, research and analysis can better inform the operational responses of the DRC and other actors.

Key research questions

The following research questions will be key, but can be fine-tuned in the inception phase.

- What is the current state of affairs in DRC in terms of using the (4Mi) data and evidence provided by the MMC (and its predecessors) to inform operational responses? In which regions, country programmes has this been applied? Targeted at which populations? And what is the estimated budget of these programmes?
- What are the experiences so far within DRC? What are good examples? And what are the challenges and barriers to using MMC data and evidence?
- What are the needs expressed by DRC programme/protection staff? What data/evidence is missing? What would they expect from the MMC and 4Mi data?
- What are the experiences and lessons learnt in other organisations? What are best practices, successes, failures and worst practices based on the experiences in other agencies?
- What are key indicators/criteria defining best practices/success? How can this be better measured?
- How can MMC and 4Mi better contribute to operational responses? And what can MMC and 4Mi realistically not do, taking into account the MMC's key role as a knowledge centre first and foremost.

Methodology

The consultant is expected to use a combination of desk research (e.g. reviewing agency reports, reviewing DRC project databases, etc.), and primarily a wide range of stakeholder interviews (primarily remote, depending on location) with DRC staff in various regions and other key actors responding to mixed migration (UN agencies, NGOs). The consultant is expected to travel to Geneva and Copenhagen.

Deliverables

1. Inception report: at the start of the assignment, the consultant will develop a brief inception document, including a more detailed research approach, proposed key informants to be interviewed and interview tools.
2. Draft report: to be shared with the MMC and relevant DRC staff, for comments and inputs for inclusion in the final report.
3. Final report: to be delivered by the consultant within 1 week after receiving the comments. The report may be published, acknowledging the authorship of the consultant, but is initially and primarily for internal (MMC and DRC) use. The consultant shall write up the findings in concise report, written in clear English language and providing clear recommendations.

Annex 2 - Interview respondents

Danish refugee Council & Mixed Migration Centre staff

Peter Klanso, Head of the Division for Programme

Kathrine Starup, Head of Protection

Shanna Jensen, Head of Division for Middle East, Europe and Asia

James Davey, Senior Advisor, Africa & America Division

Anna de Laine, Programme and Operations North Africa

Lars Bru Jorgensen, Programme and Operations

Giulia Spagna, Regional Head of Programme, DRC Europe

Linnea Kue Kessing, MMC Coordinator Europe

Rikke Johannessen, Global Advisor, Programme Innovation and Private Partnerships

Solveig Als, External Relations

Roberto Forin, Global Coordinator MMC

Bram Frouws, Head of MMC

Philippa Beale, Head of Programme Asia region

Anna Stein, Coordinator Afghan Durable Solutions Platform, ADSP

Ed Hughes, Afghanistan Country Director

Olivia Akumu, Acting MMC Coordinator MMC EAY

Patrick Phillips, Head of Programme Ethiopia

Aude Galli, Head of ReDSS in East Africa

Sachitra Chitrakar, Head of Programme Middle East region

Hara Caracostas, Head of Programme and Acting head of Consortium Coordination Unit (CCU), 3M DFID consortium

Yannick Creoff, Protection Coordinator, Libya

Marie Duprez, Head of Programme West Africa region

Yann Cornic, Country Director Colombia

Johannes Claes, 4Mi Project Manager West Africa

Jeanne Simonnin, Protection Coordinator Niger

External

Katherine Grant, Ravenstone Consult with DRC

Katja Rytkonen, Regional Protection Officer, UNHCR Regional Representation for West Africa

George Ghikas, Legal Officer, Department for International Protection, UNHCR (Geneva)

Boris Gonzalez, Child Protection Area of Responsibility, UNICEF (Geneva)

Sebastien Moretti, Migration focal point, IFRC (Geneva)

Josiah Kaplan, Research Advisor, Save the Children (London)

Silke Hampson, Regional Coordinator Kenya & Somalia, Better Migration Management GiZ

Josh Friedman, Regional Coordinator Ethiopia & Djibouti, Better Migration Management, GiZ

Radoslaw Malinowski, Awareness Against Human Trafficking (HAART), Kenya

Renata Rendon, Oxfam Country Director, Greece

Michael Kemsley, Humanitarian Advisor, DFID

Mia Steninge, Team Leader Migration and Development, DANIDA

Annex 3 - Guiding questions

Generic

What do you see as the key characteristics of MM contexts, what makes them different to 'standard' forced migration programme responses?

What have been key challenges in setting up MM programme responses?

What do you feel are the current evidence gaps in helping to understand MM flows relevant to programme response?

Can you share any best practices or good examples of where your programmes have used evidence base to design or change responses in MM contexts?

What would be your priority research questions to help effective programming in MM contexts?

Any other areas you feel MMC products could add value?

Additional specific to MMC staff

Please outline how MMC products and analysis have come about since you're in your role? What are the processes and discussions you have used to determine research questions and products?

How do you usually engage with DRC field staff or other practitioners?

What have been some of the key challenges in terms of trying to make your analysis 'accessible' for practitioners?

What is some of the outreach or engagement you have been able to undertake around specific report findings or publications?

Additional specific to External stakeholders (practitioners and donors)

Please outline your organisational approaches to MM, and some example programmes.

What do you see as the key limitations facing practitioners in MM contexts, including in terms of data and evidence?

What are some key sources and types of data or analysis you use - examples and for what purpose in your current role? Who or what are your 'go to' sources for relevant analysis?

Can you talk me through some examples of where your programme approaches have shifted as a result of evidence or learning? What sort of evidence was it, and how have these changes been reflected in programme approaches?

If we consider the various stages of programme to be needs assessment & analysis, strategic response, resource mobilisation, implementation & monitoring, and operational peer review & evaluation, where do you currently use MMC products and analysis?

Are there other products you use at other stages, and if so what?

What do you see as the added value of MMC products in your current role? What would you like to see more of?

Additional/alternative specific to DRC field/programme staff

Talk me through the specific context and programme you are working with.

What are some specific challenges to programme response in your context?

Please outline the humanitarian coordination and funding mechanisms you currently work with.

What are some key sources and types of data or analysis you use - examples and for what purpose in your current role.

If we consider the various stages of programme to be strategic response, resource mobilisation, problem analysis, needs assessment, M&E and impact and learning, where do you currently use MMC products and analysis? Are there other products you use at other stages, and if so what?

What are the specific barriers to using MMC analysis and data in your current role?

How would you define your programme and the target beneficiaries? Status or needs-based, and what restrictions are placed by donors on % of target groups, if any?

Who is funding your programme and for what budget?

What are some good examples of collaboration with MMC team for research or analysis purposes?

How do you personally engage with MMC staff to exchange on context, programme learning, priorities for evidence?

What do you see as the added value of MMC products in your current role? What would you like to see more of?

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Annex 5 - Mixed Migration - Research priorities from interview respondents

Vulnerability, profiling, drivers, choices, access

- Profiles of vulnerability - comparative studies and in-depth profiles of vulnerability across routes and at points of origin
- Does a route-based presence of INGOs help build trust and access to vulnerable people on the move?
- Understanding the evolution of trust and access along routes (linked to protection risks and do no harm)
- How to assess conflict sensitivity of interventions - is aid agency presence becoming a driver of choices to take more risky routes/avoid detection?
- Access to information along migration routes - who has access to what, how and to what effect? How does it shape choices?
- What broader factors determine what choices across routes, from point of origin to end?
- Returns as an emerging target group - what profiles, what frameworks for support, what success for reintegration, what proportion choose re-emigration, what relevant policy frameworks for engagement with this target group?
- Understanding labour exploitation and trafficking - profiles and risks
- Detention - who is being detained and why? Profiles, nationalities, perceptions of interventions in detention centres
- Children and youth - profiles

Programme approaches & learning

- How can the Sustainable Development Goals act as a framework to engage with mixed migration and inform country/regional response planning?
- If irregular migration can be understood as a negative coping mechanism, what learning can be transferred from protection prevention approaches?
- How does humanitarian aid architecture affect response (clusters, funding streams and donor requirements for specific status/populations, agenda mandates)?
- Global lessons learned & best practices in programme responses (vulnerability analysis, identification and targeting, M&E systems and accountability...)
- Applying the 'Nexus' to mixed migration approaches - what can be transferred from learning from fragile state programming approaches (humanitarian/development/human security)?

- How to explore more direct participatory engagement with local communities?
- How to link up better with local civil society, including in addressing perceptions of migrants as part of a broader protection strategy
- Understanding successful support to returns and reintegration - including Assisted Voluntary Humanitarian Returns

Context & dynamics

- Understanding smuggler & trafficker models & methods to inform engagement and Do No Harm interventions
- Historical analysis - understanding the evolution of movement patterns and economic links over time in given contexts (eg West Africa, Latin America, Asia, East Africa & Yemen) to provide a background to policy impacts and decision processes amongst those populations today
- Analysing forgotten crises and non-operational or non-humanitarian contexts as part of global trend analysis and 'horizon scanning'
- Drivers and profiling of migration from countries of origin as early warning and preparedness
- Understanding host communities, perceptions of migrants and dynamics as part of the wider protection environment. Are perceptions changing, what type of interventions can help, what messages can aid actors support with?
- Geographical focus such as Latin America, parts of Asia
- Understanding migrant economies in the Gulf States

Policy frameworks

- Understanding the impacts of European, American, Australian detention and migration policies on broader migration approaches
- Complementary pathways (for example, what evidence base is being used to design national or regional labour and academic movement quotas and visa regimes?) and comparison of refugee status and relocation processes to migrant selection and relocation process through safe pathways
- Comparing legal pathways such as IGAD-formulated law and policy in Horn Of Arica regarding seasonal migration, pastoral migration, regional frameworks. What are the positives examples and how can we exploit and learn from them?
- Alternatives to detention
- What learning can be transferred from Durable Solutions approaches?
- How to build a framework for long-term planning - what policies for protection, integration, access to services, education etc for migrant populations? What is the equivalent of 'durable solutions' planning for large migrant influxes?
- How to accelerate social policy responses to migration and displacement? What can we learn from European models of think tanks working with Governments to shape social policy, to transfer to migration policy elsewhere? How do we accelerate social policy, to better manage rapid policy shift/revisions?

Data, Research & Ethics

- We have increasingly developed knowledge around the drivers of migration/displacement, but not enough sophisticated analysis around how different factors fit together - how to develop more cutting edge economic behaviour studies, sociological studies, household-level detailed studies of decision-making processes, with the family as a unit of decision-making rather than individual choices?
- How to better harness informatics and data sciences for prediction and analysis of larger data sets for new correlations?
- Linked to the above, what parallel (and essential) research agenda around ethics if we are using these new technologies?
- How to invest in more longitudinal research?



The Mixed Migration Centre (MMC) is a global network consisting of six regional hubs (Asia, East Africa and Yemen, Europe, Middle East, North Africa & West Africa) and a central unit in Geneva. The MMC is a leading source for independent and high-quality data, research, analysis and expertise on mixed migration. The 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. The MMC's overarching focus is on human rights and protection for all people on the move.

The MMC is part of, and governed by, the Danish Refugee Council (DRC). While its institutional link to DRC ensures MMC's work is grounded in operational reality, 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. The position of the MMC does not necessarily reflect the position of DRC.

For more information visit:
mixedmigration.org

