



strategy 2025

Mixed Migration Centre
Strategy 2025



MMC is a *global network*
engaged in **data collection,**
research, analysis,
and policy and
programmatic
development

on mixed migration, with regional hubs in Africa, Asia
and the Pacific, Europe and Latin America, and a
global team based across Geneva and Brussels.



Strategy at a glance



Objectives

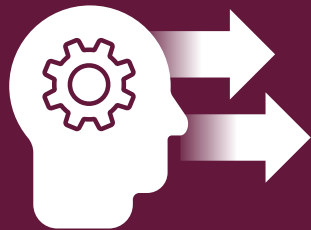
- To contribute to a better, more nuanced and balanced understanding of mixed migration (knowledge)
- To contribute to evidence-based and better-informed migration policies and debates (policy)
- To contribute to effective evidence-based mixed migration responses for people on the move (programming)



Core activities

MMC focuses on the full cycle of research as well as evidence uptake, including:

- Methodological development and innovation
- Quantitative and qualitative data collection
- Analysis and public dissemination
- Policy engagement
- Programmatic engagement



MMC Identity

The identity of MMC is defined by the following core characteristics:

- A research centre, grounded in the operational reality of the Danish Refugee Council (DRC)
- An honest broker
- An innovative, forward-thinking network
- A provider of unique primary data based on interviews with people on the move
- A field-based network of enumerators
- An independent actor and convener
- A collaborator, working in partnerships
- An agile and adaptive actor



Core principles

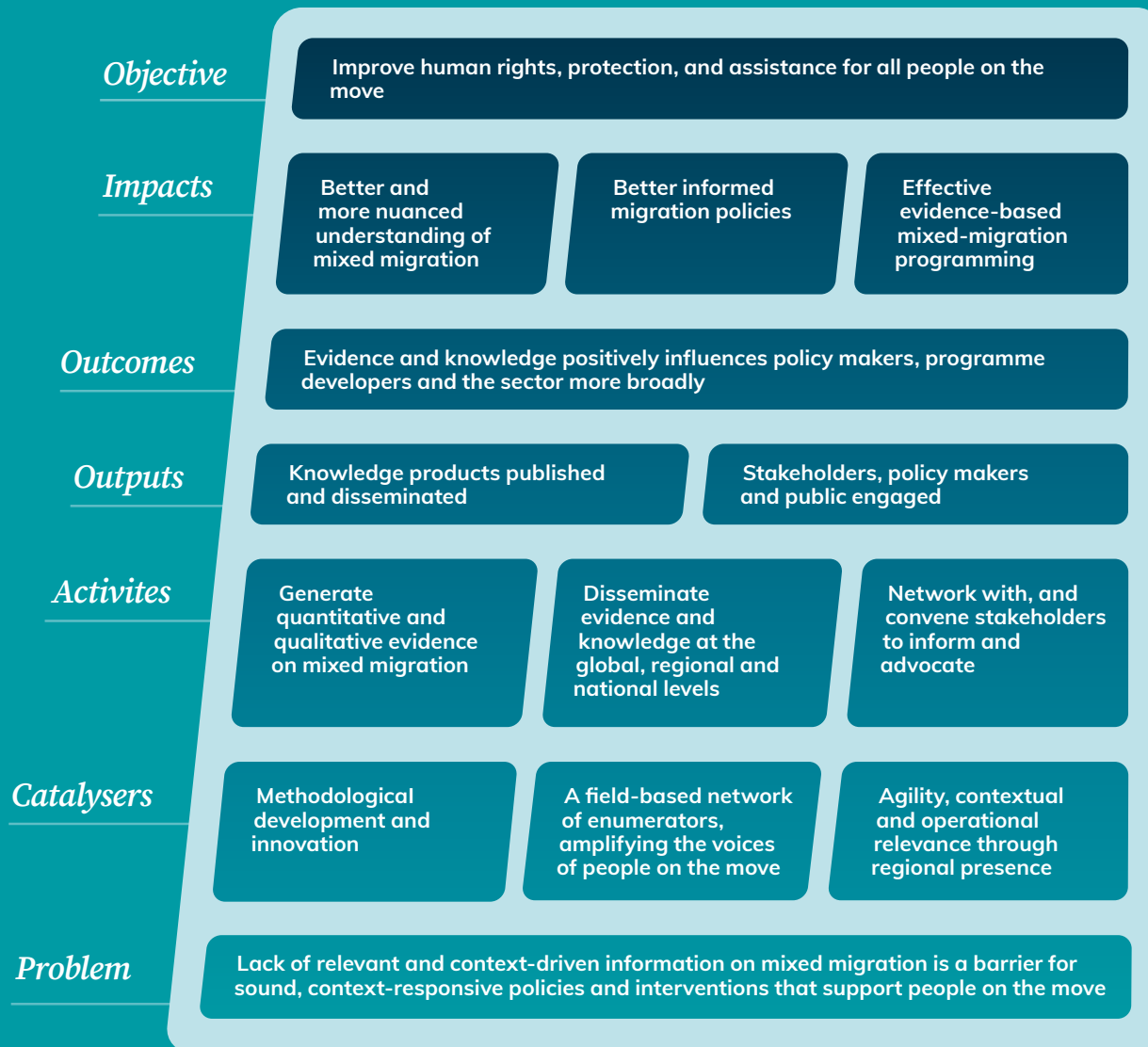
- Focus on mixed migration
- High quality data and research
- Independent thinking and intellectual freedom
- Partnership and convening power



Key Priorities

- Continue to consolidate and build an agile and professional global MMC, well-positioned to efficiently deliver high-quality and impactful research in a timely manner
- Invest in establishing MMC's impact on policies and programmes
- Continue to attract longer-term and core funding at all levels
- Continue to build the reputation of MMC as a centre of excellence and a go-to resource for data, analysis and research on mixed migration
- Maintain and improve the highest quality standard of all MMC knowledge products
- Further develop MMC's mixed-methods approach and continue to invest in methodological innovation
- Continue to expand and improve 4Mi Interactive, ensuring free and easy access to high-quality disaggregated data on mixed migration
- Strengthen the convening power of MMC as a platform to bring together organisations and stakeholders working on mixed migration at all levels
- Establish stronger and new partnerships with International Organisations, NGOs and Civil Society Organisations, academia private sector and philanthropy. Invest in local partnerships
- Strengthen MMC's (bilateral) engagement with relevant governments and agencies and with local (city) governments, to strengthen the policy impact and uptake of MMC research and analysis.

Theory of change



Because...

There is a lack of relevant and context-driven information on mixed migration.

We will...

Generate quantitative and qualitative evidence on mixed migration; disseminate evidence and knowledge at the global, regional and national levels; and network with and convene stakeholders to inform and advocate.

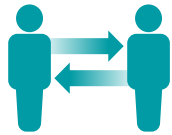
Which will...

Positively influence policy makers, programme developers, and the sector more broadly; leading to better and more nuanced understanding of mixed migration, better informed migration policies, and more effective evidence-based programming; and ultimately improving the human rights situation, protection and assistance for all people on the move.



MMC focus and themes

MMC is uniquely positioned to focus on the full cycle of migratory journeys, from origin to potential return. Key topics include:



Before migration:

- The profiles of people engaging in mixed migration.
- Why people migrate
- Why people don't migrate
- The links between climate change and environmental factors and different mobility outcomes.



During migration and in transit

- The means and conditions of movement, the risks and vulnerability of people on the move
- Migrant smuggling
- Migrants stranded
- Conditions of stay in transit countries and determinants of onward movement.



In (temporary) destination:

- Migrants in cities and urban migration policies
- Conditions of stay in destination countries and access to services



Return and reintegration

- The risks and vulnerability faced by migrants voluntarily or forcibly returning



Crossing cutting themes and approaches

- The impact of migration governance policies on the situation of migrants
- The role of cities
- The role and perceptions of local/host communities
- The two-way relation between migration and development
- Intraregional and south-south migration
- Inclusion of the voices of migrants
- The link between internal mobility and cross-border movements
- Migration futures



Many travel as part of mixed movements, including refugees fleeing persecution and conflict, victims of trafficking and people seeking better lives...

The context we work in

Migration is one of the defining issues of the 21st century. Migration is inherently linked to some of the key challenges the world faces today, be that climate change, urbanisation or demographic shifts. Further, the local, national, regional and global economy relies more than ever on the movement of people, as the economic downturn created by the Covid-19 pandemic has very powerfully illustrated.

Millions are on the move within and between regions and countries, fleeing conflict or natural disasters, persecution and repression, the effects of climate change, moving for economic opportunities from rural areas to urban centres, seeking reunification with family members or sometimes simply pursuing their aspirations. Many travel as part of mixed movements, including refugees fleeing persecution and conflict,

**Millions are on the move... fleeing
conflict or natural disasters,
persecution and repression...**

Photo credit: Rebekah Zemansky / Shutterstock

victims of trafficking and people seeking better lives and opportunities, who travel along similar routes, using similar means of travel.

The coronavirus pandemic has undoubtedly exacerbated the plight of migrants around the world, although its impact on the scale of mixed migration varies considerably by location. While movements from East Africa to Yemen have reduced significantly since the pandemic, migration from the Maghreb to Italy has increased, while movements from sub-Saharan Africa into North Africa have decreased. Meanwhile, the crisis in the Sahel has continued to displace tens of thousands of people, with projections suggesting the displacement of one million more. In the Middle East, where the crises in Syria and Yemen have deepened, the pandemic has highlighted the vulnerability of the millions of migrant workers in the Gulf who have faced quarantine, job losses, wage theft and even deportation to their countries of origin. In the Americas, many people have been stranded en route to the north as a result of Covid-19-related movement restrictions, with some Venezuelan refugees, migrants and asylum seekers attempting reverse migration back into Venezuela due to loss of livelihoods.

In Europe, while arrivals through the Eastern Mediterranean route have dwindled to historic lows as border controls have hardened, the Russian invasion of Ukraine in early 2022 led to the unprecedented arrival of millions of refugees over the course of a few months. The widespread solidarity with which Ukrainian refugees were welcomed all over Europe, stood in sharp contrast to the way refugees and migrants from countries further away, arriving on the various land

and sea routes to Europe, are welcomed and treated. In fact, violent pushbacks of refugees and migrants from Syria, Afghanistan, Yemen or Iraq, for example, from Poland into Belarus, from Greece and Bulgaria into Turkey and along various borders along the Balkan routes, continued as before, sometimes just a few hundred kilometres from where Ukrainian refugees were welcomed by governments and thousands of European citizens opening up their homes to refugees.

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

Many migration experts and policy-makers could not predict the myriad ways in which Covid-19, and other political and economic shocks and uncertainties would impact upon migrants around the world. This shows the importance of 'keeping track': monitoring trends, analysing the dynamics behind these trends and providing regular updates on what is happening around the world, and, crucially, why it is happening. The Mixed Migration Centre is doing precisely this, on a daily basis. Furthermore, while many speculated about how the pandemic would affect migrants, MMC adapted its 4Mi data collection

programme within a few weeks, from face-to-face interviews to remote interviews focused on the impact of Covid-19. MMC was able to provide insights on the effects of the pandemic and related measures on the lives of migrants, based on their own experiences, through over 20,000 interviews over the course of 2020. With a majority of staff and a network of enumerators across the globe, close to or on the routes we are studying, the Mixed Migration Centre is well positioned to maintain a focus on various mixed migration dynamics around the world, even if certain dynamics become overshadowed in media and policy circles by a new crisis closer to home.

Mixed migration continues to pose challenges to policy makers around the world and it raises many questions: how to respond to mixed movements of people? How to better understand the factors that influence people's decision to migrate and destination choice, their aspirations, or their decisions to engage in onward movement from camps or cities around the world? How exactly do current challenges like climate change, and the responses to these challenges, impact on human mobility? Why do people actually decide to migrate irregularly, knowing how dangerous these journeys are? And, an often-overlooked question, why do more people not migrate given the wide disparities in wages, work and wellbeing between countries. How can we explain the different forms of 'mixed' (voluntary and involuntary) immobility and how would this inform our migration and development policies and programmes? In their efforts to externalise their migration control and keep migrants as far away from their borders as possible, such migration policies increasingly cause situations of involuntary

immobility, with severe impact on migrants themselves, but also on wider stability in transit-turned-destination locations acting as the forward posts of externalisation policies.

While internal migration and displacement are usually not considered to be part of the mixed migration phenomenon, in order to have the necessary framework to respond to complex characteristics and protection imperatives of modern-day human mobility, many of the reasons why we focus on mixed migration would equally apply to internal mobility. These include the need to focus on drivers, vulnerabilities, needs, challenges, aspirations, regardless of the migratory status and beyond organisational mandates and siloed approaches. While this does not mean we would argue to change the definition of mixed migration or internal displacement, it does mean that we need to keep an eye on internal mobility and its links with cross-border movements, as it is crucial for a more comprehensive understanding of, and response to, international migration.

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

The public demands action and policy makers and politicians often lack time for reflection. Complex issues are reduced and oversimplified. Reducing migration by addressing its 'root causes' gained increasing traction after the so-called migration crisis in Europe in 2015/16. This 'root causes' approach disregards the complexities in people's

migration decisions, conveniently ignores many of the actual, more fundamental root causes and leads to problematic shifts in development funding from where it's most needed, to where it might be less needed. A glimmer of hope is that in recent years, there seems to be a shift again within some of the major donors and development



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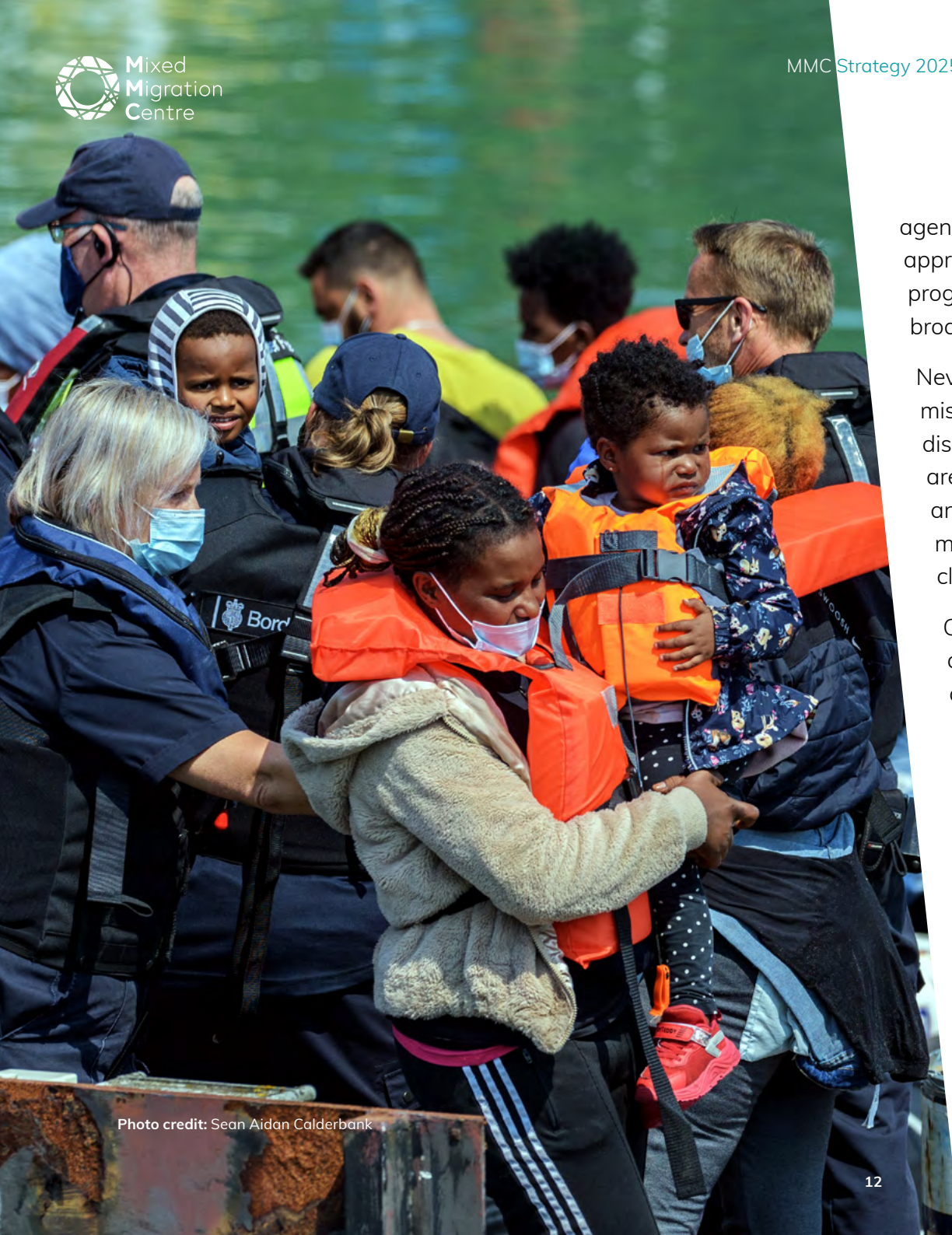


Photo credit: Sean Aidan Calderbank

agencies, from a more emergency- and humanitarian-oriented approach to migration, to mainstreaming migration into development programming and treating it as it should be: as an inherent aspect of broader human development processes.

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

Opinions and feelings often dominate facts and sound analysis, and debates around migration take place within a tense atmosphere. The migration debate is highly politicised and polarised, making it difficult to acknowledge and address the far more nuanced reality on the ground, while the latter is precisely what is needed to develop rational, humane and smart migration policies. For example, even while destination countries increasingly face huge labour shortages, and even while the European Commission launched an initiative to address the root causes of labour shortages through legal migration – interestingly for the first time using the root causes framing not to reduce but to increase migration – several member states are unwilling to agree labour migration might be needed to keep their economies going.

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

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

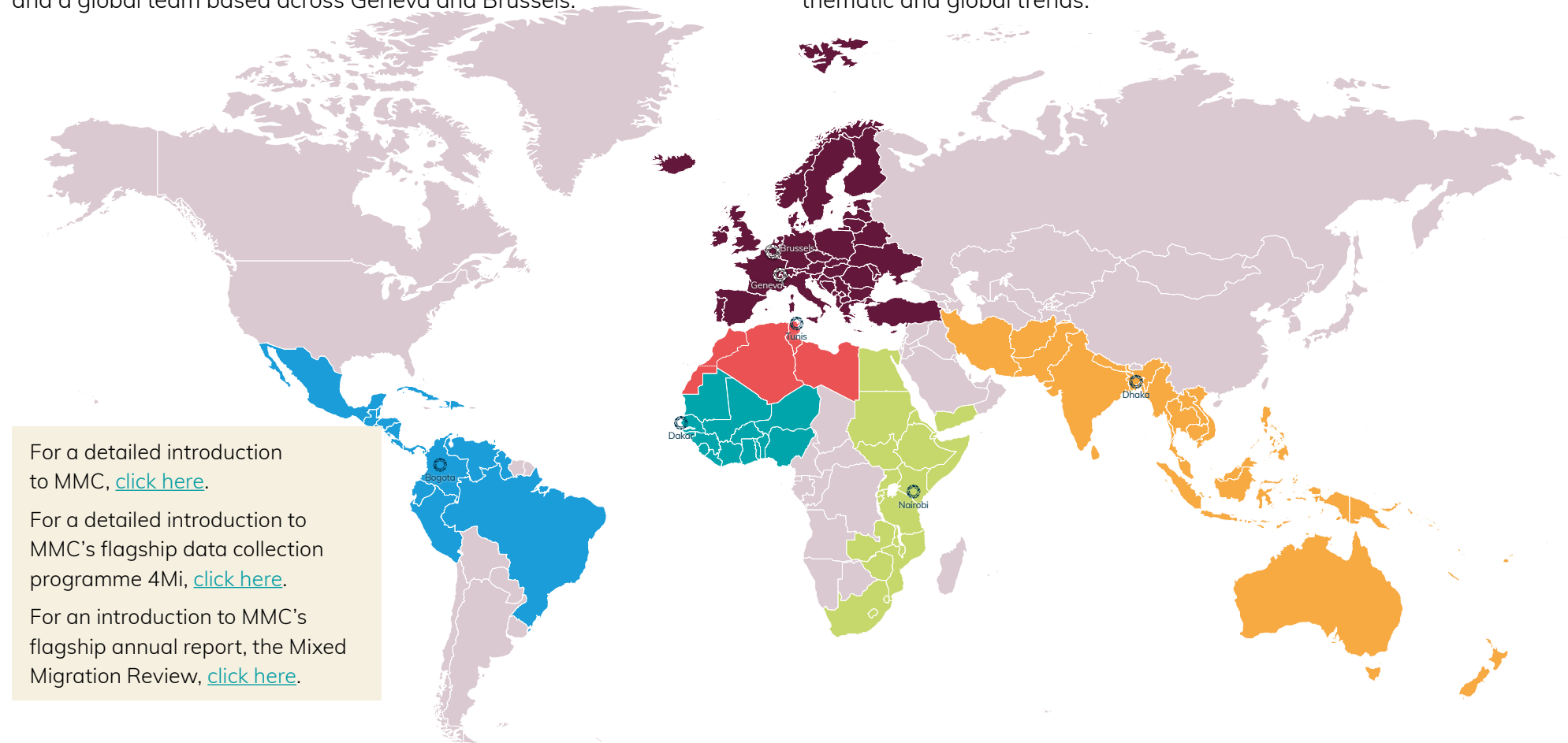
Finally, over the past decade “evidence-based programming” has become increasingly important in humanitarian response, with donors and practitioners alike emphasizing the role of data in particular as a basis for informed decision-making. “Mixed migration” contexts are proving particularly challenging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

Strategy 2025

About MMC

MMC is a global network engaged in data collection, research, analysis, and policy and programmatic development on mixed migration, with regional hubs in Africa, Asia and the Pacific, Europe and Latin America, and a global team based across Geneva and Brussels.

MMC's global presence allows to maintain regional agility and presence, contextual relevance, ownership, and close cooperation with regional stakeholders, while also focusing on broader cross-regional thematic and global trends.



For a detailed introduction to MMC, [click here](#).

For a detailed introduction to MMC's flagship data collection programme 4Mi, [click here](#).

For an introduction to MMC's flagship annual report, the Mixed Migration Review, [click here](#).

Mission statement

MMC is a leading source for independent and high-quality data, research, analysis and expertise on mixed migration. MMC aims to increase understanding of mixed migration, to positively impact global and regional migration policies, to inform evidence-based mixed migration responses for people on the move and to stimulate forward thinking in public and policy debates on mixed migration. MMC's overarching focus is on human rights and protection for all people on the move.

Vision

Migration policies, responses and public debate are based on credible evidence, nuanced understanding of mixed migration, placing human rights and the protection of all people on the move at the centre.

Objectives

The objectives of MMC are as follows:

- 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 mixed migration responses for people on the move (programming)



Photo credit: © Sven Torfinn / Panos

Core activities

MMC focuses on the full cycle of research as well as evidence uptake, including:

- Methodological development and innovation
- Quantitative and qualitative data collection
- Analysis and public dissemination
- Policy engagement
- Programmatic engagement

MMC Identity

The identity of MMC is defined by the following core characteristics:

- A research centre, grounded in the operational reality of the Danish Refugee Council (DRC), a leading humanitarian organisation.
- An honest broker, providing a balanced, nuanced and evidence-based analysis of mixed migration issues in a highly polarised political and public debate, combining a pragmatic perspective with maintaining strong principles.
- An innovative, forward-thinking network, challenging conventional thinking and breaking new ground in data collection methods, research and analysis.
- A provider of unique primary data based on interviews with people on the move, every day, around the world, through the MMC flagship data collection project 4Mi, bringing the voices of migrants to decision makers and practitioners at local, national, regional and global levels.

- A field-based network of enumerators, with close access to the people on the move who are not only data collectors but are principal agents in MMC's participatory approach.
- An independent actor and convener, not constrained by organisational mandates and siloed thinking, but guided by the reality of mixed migration on the ground, able to convene different voices in the migration debate.
- A collaborator, working in partnerships with a variety of organisations, and making our data and analysis widely and publicly available for better migration policies and programmes.
- An agile and adaptive actor, able to rapidly adjust to newly emerging migration dynamics and dilemmas, by developing new methodologies and projects and shift targeted research and analysis to provide timely insights into the latest migration trends and dynamics.

Core principles

Focus on mixed migration

While there are a growing number of migration research actors and institutions, few focus specifically on mixed migration and bridge the silos between the fields of migration and forced displacement. MMC is therefore uniquely positioned in the sector. MMC strives to maintain and further strengthen this unique positioning, by continuing to lead the thinking and conversation on the importance of looking beyond legal migration categories and advancing the understanding of mixed migration and the ways to address the phenomenon through policy and programmes.

High quality data and research

MMC has positioned itself as a respected go-to resource and centre of excellence on mixed migration. As such, the primary focus of MMC is high quality principled and participatory research, based on its unique 4Mi primary data, expert analysis and a comprehensive and balanced review of secondary sources. MMC continues to contribute to objective 1 of the Global Compact for Safe, Orderly and Regular Migration (GCM) on data, as a major provider of in-depth data on migration as a basis for evidence-based policy making.

Independent thinking and intellectual freedom

While MMC is part of, hosted, and governed by DRC, it acts as an independent source of data, analysis and research on mixed migration.

The position of MMC does not necessarily reflect the position of DRC and is not influenced by donors or host states. The MMC will maintain a strong level of intellectual freedom.¹ While MMC and DRC are preferred partners where possible and relevant, MMC also engages with a larger audience of policy makers, practitioners, researchers and journalists working on migration and has the autonomy to continue to invest in external collaborations and partnerships with many other organisations.

Partnership and convening power

MMC is a relatively small entity, with global, regional and country teams working closely together in a network structure to ensure agility. To increase our visibility, scope and reach and ensure uptake of our evidence, we often partner with other organisations and are active members of different fora. MMC will continue to establish strong partnerships, with international organisations, UN agencies, NGOs, governments, think-tanks, academia, the private sector and philanthropy to learn from other organisations' experience and expertise, to grow its audience and increase its influence and financial resources. Focus will be on further developing MMC's participatory approach and cooperation with local organisations and migrant-led organisations in our countries of operations across Africa, Asia, Europe, and Latin America and the Caribbean. MMC will continue to act as a convener, bringing together different voices in the migration debate.

¹ By default, in publications and external engagement by MMC, the link between MMC and DRC is made clear, by explaining MMC is part of DRC and using the standard disclaimer and DRC logo. However, this can be flexibly decided on a case-by-case basis and in consultation with relevant DRC regional and country offices and MMC Global.

MMC's contribution to and alignment with DRC 2025 strategy

Finally, MMC fully aligns with the strategic priorities² and organisational principles³ of the 2025 strategy of its parent organisation the Danish Refugee Council. In particular, through high-quality evidence to inform policies and programmes, MMC contributes to the two overall breakthroughs of DRC's 2025 strategy: increased protection and enhanced inclusion, not only for displaced people but for those in mixed movements more broadly. With a dedicated strategic foundational priority by DRC on impactful advocacy based on evidence, MMC shall continue to provide robust evidence for any DRC advocacy and policy engagement on mixed migration at national, regional and global levels, including through close engagement with DRC's regional advocacy coordinators and the Brussels and Geneva representations.

DRC DANISH
REFUGEE
COUNCIL

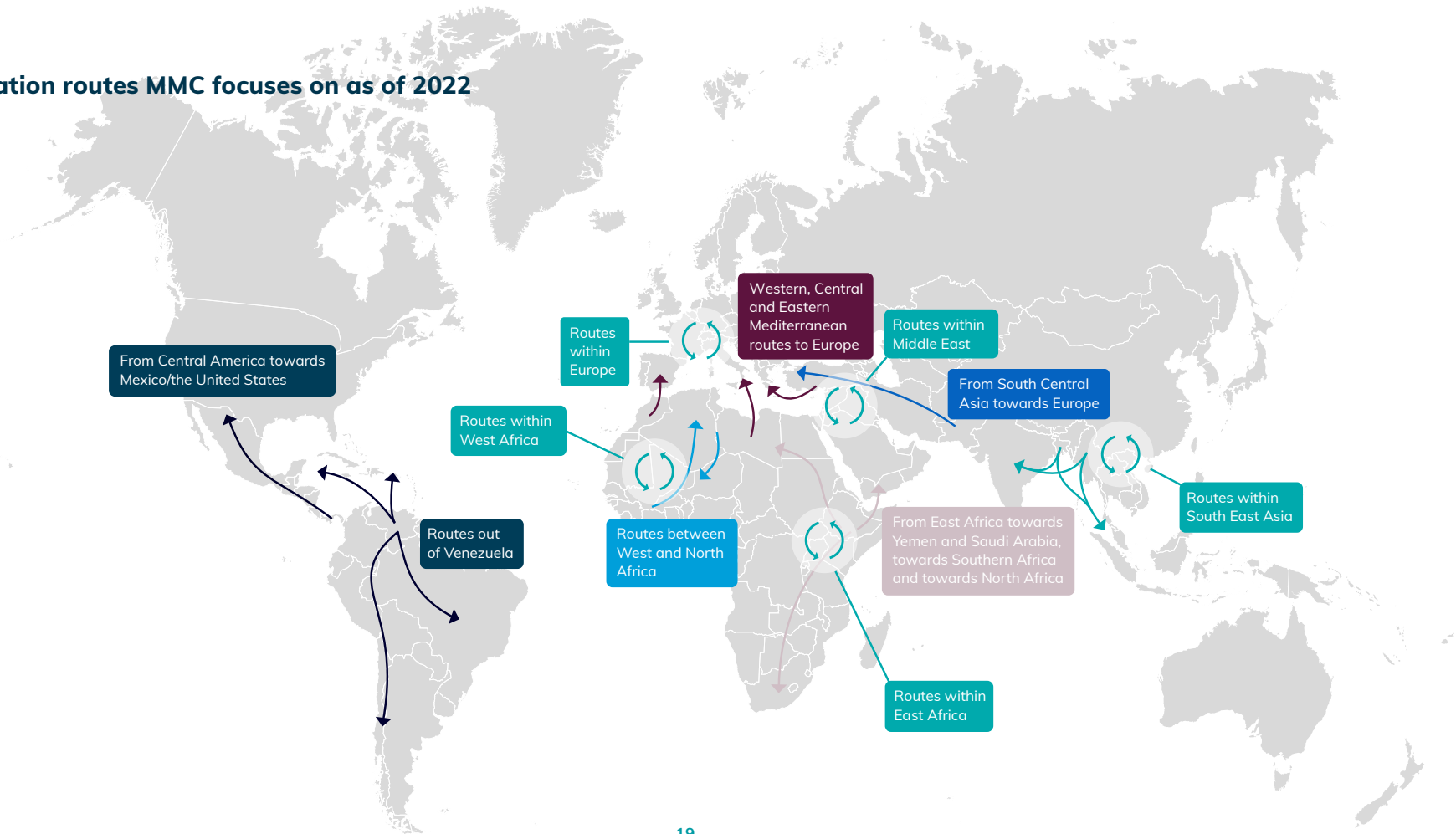
² Impactful advocacy based on more evidence; stronger partnerships and alliances; better value for money.
³ Be accountable; Go Local; Go Green; Go Digital; Include. Available here: <https://drc.ngo/about-us/who-we-are/drc-strategy-2025/>

Geographical focus

MMC focuses on a wide variety of mixed migration dynamics in Africa, Asia and the Pacific, Europe and Latin America. With the large majority of MMC’s staff based in various regional hubs around the world, MMC maintains a strong focus on intra-regional and ‘south-

south’ migration, while enabling cross-regional collaboration and a route-based approach to data collection, research, analysis and policy and programmatic engagement.

Main migration routes MMC focuses on as of 2022



MMC Strategic Priorities 2025: Where we are coming from and going to

MMC was established as a new global network in 2018, though bringing together and building upon various pre-existing regional entities. During the first years and previous iteration of the MMC strategy, the focus has been on establishing MMC, completing the transition and re-branding from these various pre-existing regional units to one MMC network, developing a new identity and externally positioning the organisation as a credible, respected and well-known actor in the area of mixed migration.

Key priorities were the harmonisation and professionalisation of the network, including the 4Mi data collection programme and MMC's external communication, ensuring consistency in the quality of research outputs, the development of common tools and internal workflows, the development of new partnerships and the diversification of the donor-base, ensuring sustainable, long-term support of the work of MMC.

Key milestones in the period 2018-2022 include the introduction of MMC's flagship annual report, the Mixed Migration Review, the opening of new regional MMC hubs in Europe, Latin America and North Africa, an expansion of 4Mi data collection to new countries, the launch of the MMC website, the launch of [4Mi Interactive](#), continuous methodological innovation, the rapid adaptation to remote interviewing during the Covid-19 pandemic, the start-up of new projects on new themes such as cities, climate change, returns and the development of many new partnerships.

Key aspirations for the period from 2023 up to 2025 are the further consolidation of the MMC; strengthening MMC's impact on policy and programming; continuing to attract more core-funding for a more sustainable, longer-term operational model beyond project funding; more autonomy and independence and continuing to innovate and explore new themes and approaches. Most importantly, the main aspiration is to contribute to a much-needed better protection environment and more opportunities for migrants in mixed migration, all over the world, through better migration policies and programmes.

Organisational:

Continue to consolidate and build an agile and professional global MMC, well-positioned to efficiently deliver high-quality and impactful research in a timely manner.

- Internal processes: creation of a new Senior Management Team (SMT) within MMC, consisting of the global team and the heads of MMC's regional hubs, to ensure a more collective approach and decision making.
- Working groups: establish, on an ad-hoc basis, a select number of cross-MMC working groups to drive forward new (thematic) priorities or methodologies.
- MMC & DRC: invest, where relevant, in stronger partnerships and synergies with DRC, bringing MMC evidence to DRC's advocacy and programming at country, regional and global levels, developing

- joint programmes and strengthening the two organisations in the most optimal way benefitting from the fact that DRC hosts an independent knowledge centre on mixed migration, and that MMC is part of a large operational humanitarian organisation.
- Invest in establishing MMC's impact on policies and programmes, through the development of a stronger monitoring and evaluation framework.
 - Conduct an external formative evaluation to lay the groundwork for a longer-term strategy and the next phase of MMC after the initial start-up phase in the first 4 years.
 - Funding and financing: continue to attract longer-term and core funding at all levels and develop a new fit-for-purpose financing model for MMC which ensures the most cost-efficient financing of shared resources across the MMC network.
 - External communication: Develop a new external communication strategy, detailing target groups and activities and coherent with MMC's identity.



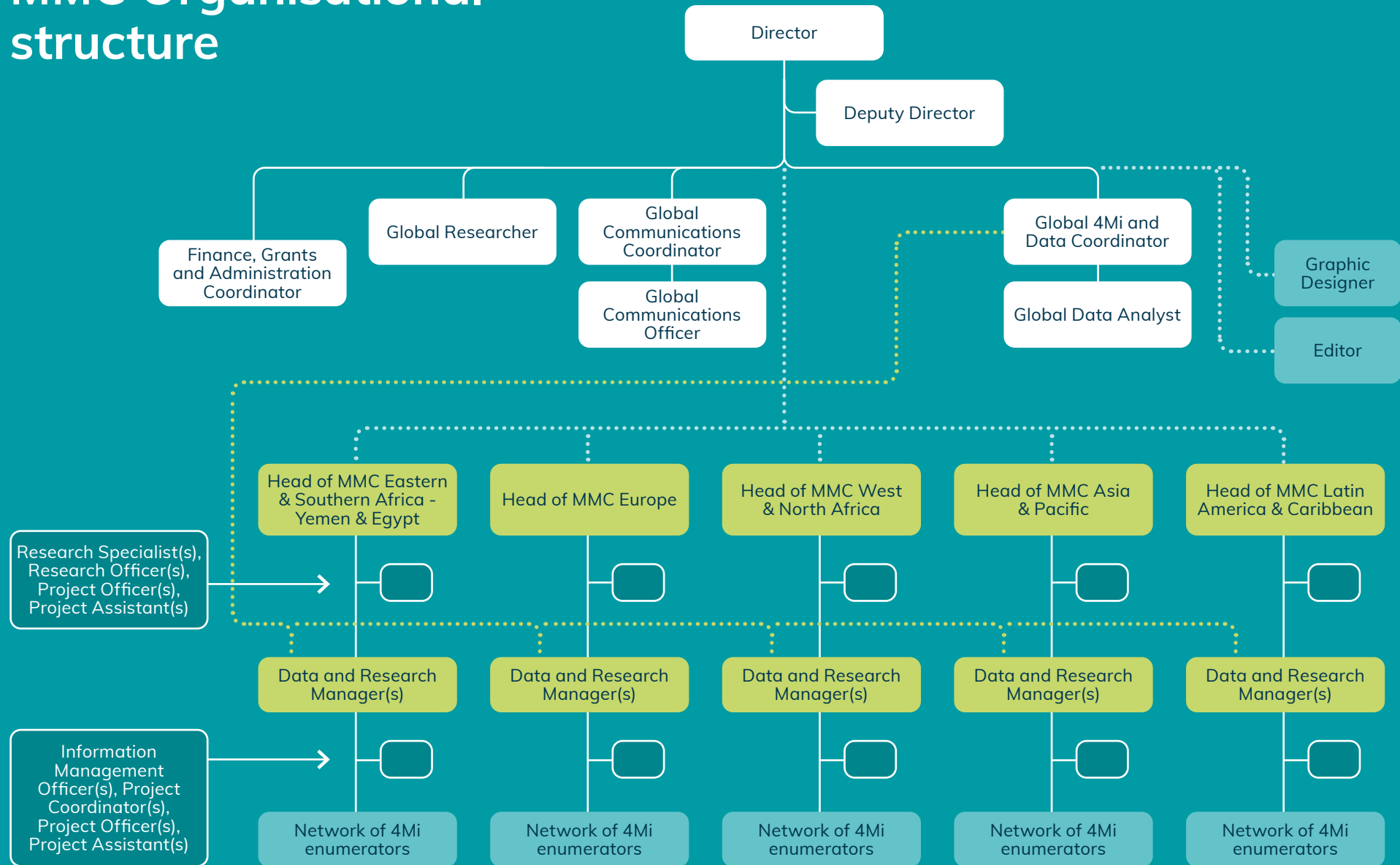
Photo credit: Vic Hinterlang / Shutterstock

Approach and activities:

Continue to build the reputation of MMC as a centre of excellence and a go-to resource for data, analysis and research on mixed migration, to contribute to a better knowledge base and better evidence-based policies and programmes.

- Maintain and improve the highest quality standard of all MMC knowledge products (see Annex 1 for the list of standard knowledge products).
- Continue, and continually improve, the two global flagship initiatives of MMC: the annual Mixed Migration Reviews and the 4Mi programme.
- Continuing to enhance the analytical capacity of MMC, explore and develop new ways of analysing and presenting 4Mi data.
- Further develop MMC's mixed-methods approach and continue to invest in methodological innovation and maintaining and constantly improving our focus on high ethical standards.
- Continue to expand and improve 4Mi Interactive, ensuring free and easy access to high-quality disaggregated data on mixed migration.
- Strengthen the convening power of MMC as a platform to bring together organisations and stakeholders working on mixed migration at local, national, regional and global levels and expand MMC's role as a convener in coordination on data collection on migration.
- Establish stronger and new partnerships with International Organisations, NGOs and Civil Society Organisations, academia private sector and philanthropy. Invest in local partnerships, particularly with migrant-led organisations, to include more diverse perspectives, increase access and build capacity of local research and civil society partners.
- Continue to strengthen MMC's voice and ability to respond and take position on arising issues in mixed migration debates at regional and global levels in a timely manner, in particular through short online articles, social media, policy statements and by investing in closer ties with journalists and traditional media.
- Strengthen MMC's (bilateral) engagement with relevant governments and agencies, where relevant with regional intergovernmental organisations, with governments in countries where MMC teams are located and, importantly, with local (city) governments, to strengthen the policy impact and uptake of MMC research and analysis.
- Continue the annual meetings of the 'friends of MMC', MMC's global advisory council with external partners and donors, to strengthen partner engagement, provide an avenue for partner priorities to feed into the MMC strategy and workplan, and strengthen uptake of MMC research and analysis. This set-up will be mirrored at regional level, in particularly with regional and local organisations to further strengthen MMC's embeddedness in the regions.

MMC Organisational structure



MMC focus and themes

Defining MMC focus areas and themes is an ongoing process. While the 2025 strategy lists several key themes below, this list is discussed and revised at every annual MMC meeting. MMC remains an agile and highly independent centre, with the ability to respond to the fast-changing dynamics in the mixed migration sector and take on board new ideas and priorities on an ongoing basis. As such, we need to be able to flexibly adapt to changing dynamics and update priorities to fit the needs. This means that while the list below sets the overarching and common themes for MMC as a whole, it is not set in stone nor exhaustive, and regional teams can define other and specific themes that fit the regional context.

With a global presence, with teams in regional hubs and enumerators along migration routes all over the world and a focus on a broad phenomenon like mixed migration, MMC is uniquely positioned to focus on the full cycle of migratory journeys, from origin to potential return and all the twists and turns in between the often non-linear journeys of migrants.

Before migration:

- The profiles of people engaging in mixed migration.
- Why people migrate: the determinants of migration, people's aspirations/intentions and choices of destination.
- Why people don't migrate: voluntary and involuntary immobility and the capability to stay.
- The links between climate change and other environmental factors and different mobility outcomes.

During migration and in transit

- The means and conditions of movement, the risks and vulnerability of people on the move, with a particular attention on specific groups, such as women and children and to vulnerability to trafficking and exploitation.
- Migrant smuggling: modalities, financing, the interaction of smugglers with migrants and local authorities and populations and the role of smugglers in protection violations of migrants.
- Migrants stranded in countries other than their intended country of destination, often exposed to increased protection risks.
- Conditions of stay in transit countries / temporary host countries and determinants of onward movement.

In (temporary) destination:

- Migrants in cities and urban migration policies
- Conditions of stay in destination countries and access to services

Return and reintegration

- The risks and vulnerability faced by migrants voluntarily or forcibly returning to their countries of origin, and their longer-term reintegration needs and challenges as well as re-migration intentions.

Crossing cutting themes and approaches

In relation to the above, there are several cross-cutting themes and approaches:

- The impact of migration governance policies on the situation of migrants, at local, national, regional and global levels, with a particular focus on the implementation of the Global Compact for Migration at global level.
- The role of cities
- The role and perceptions of local/host communities
- The two-way relation between migration and development
- A route-based perspective
- Intraregional and south-south migration
- Inclusion of the voices of migrants
- The link between internal mobility and cross-border movements
- Migration futures and the various factors and emerging trends that will define global and regional migration in the short, to medium to long-term future.

**Migration is inherently
linked to some of the
key challenges the
world faces today**



Photo credit: Samuel Aranda / Panos

strategy 2025



Photo credit: Akram Alrasny / Shutterstock

visit our website at:
www.mixedmigration.org

