



CHAPTER 2.

PRELIMINARY DECISIONS

Learning objectives - by the end of this module you will be able to:

- Identify the time required to launch and run Migrantour
- Review the requirements your organization will commit to when joining Migrantour
- Prepare your organization's timeline and plans for launching Migrantour
- Identify how to select target audiences for the tour

1. JOIN MIGRANTOUR - COMMITMENT AND OBLIGATIONS

1.1 Sustainability principles and practices

Deciding to launch Migrantour in your location is a substantial commitment of time and resources. You must assess if your organization is ready to make that commitment and that the values and goals of Migrantour fit with those of your organization. Migrantour walking tours are designed to be an on-going, economically self-sustainable activity, not a one-time short-term project. Organizations should be able to commit to operating Migrantour walking tours in the long-term and to actively participating in the international Migrantour network. The intercultural companions that create and guide the tours need to be paid. This is another factor that impacts the economic sustainability that should be taken into consideration.

1.2 Timeline for the overall process

Migrantour is a project implemented by a network of non-profit organizations across Europe. The network currently spans 10 countries: Italy, Portugal, France, Belgium, Slovenia, Spain, Denmark, the Netherlands, Bulgaria and Greece. The implementation of the Migrantour project is a time- and resource-intensive process that consists of multiple stages. The whole process of starting up Migrantour takes between 12-18 months. See this [timeline](#) for an overview.

First, an organization needs to be admitted to the Migrantour network through a procedure described in the partnership agreement document ([linked here](#)). Once an organization is admitted into the Migrantour international network, the organization will have to familiarize itself with the Migrantour project. This training manual will provide extensive support for this initial phase, in addition to providing guidance on later phases. After completing the first two modules in this training manual, organizations can start to recruit “intercultural companions” (guides) (Module 3). This recruitment phase will serve the purpose of identifying a group of intercultural companions who will lead the tours eventually. After that, the organization will train the intercultural companions, often with the help of key partner organizations (Module 4). This training phase is an extensive process that can last up to a few months. During the training phase, intercultural companions will receive workshops on migration history, responsible tourism, participatory research, communication skills, and group management. The training includes the crucial participatory research done by the intercultural companions under the organization’s supervision. During this research, key places within the tour area will be identified, and narratives and routes will be created (Modules 5 and 6). When the training process is concluded, the organization can start the Migrantour walking tours. Evaluating both the tour routes and the intercultural companions’ work is essential for creating and maintaining a high-quality product (Module 7). Actively promoting and marketing the walking tours to ensure sufficient demand makes them economically sustainable and is an important task for the coordinating organization (Module 8).

1.3 Commitments: time and resources

To launch a Migrantour walking tour, organizations will need to:

- Designate a local coordinator to lead the project. This is a paid function. Approximately one or two days per week should be set aside for the coordination of the Migrantour project. Especially in the beginning when the Migrantour project is being set up, the local coordinator has many different important tasks that take time and effort to fulfill. Make sure you have someone allocated who can take charge over this function. It is also possible to allocate the function to two different people; one to manage the training of guides, and one to manage communication and creating partnerships. More extensive information on the role of local coordinator can be found in Module 3.
- Dedicate time to work through this training manual and corresponding exercises
- Consult and coordinate with the larger Migrantour network (and ACRA) periodically to assure quality

For example: Utrecht launched Migrantour with these resources supported by an Erasmus+ grant:

- Local Coordinator: two days/week for approximately 12 months
- During two months recruited 14 intercultural companions
- During 14 sessions across four months trained intercultural companions (approximately 35 contact hours)
- Received additional grant from city government (EUR 5000) to offer 40 free tours for the public
- After six months began marketing of tours and receive first bookings

1.4 Role of local coordinator

While in Migrantour intercultural companions are the main actors, local coordinators also play an important role. A successful local coordinator is key to the development of a sustainable and socially beneficial project. Avoid rapid turnover of local coordinators, since this negatively impacts the relationship between the coordinating organization and the guides. The rapid turnover of local coordinators has in some cases resulted in the rapid turnover of intercultural companions.

The function of a local coordinator is crucial, especially in the beginning when the Migrantour project is being set up. Make sure you have someone allocated who can take charge over this function and ongoing commitment of 2 to 2.5 days per week. It is also possible to allocate the function to two different people: one who takes charge over the training of guides, and one who takes charge of communication and creating partnerships.

The local coordinator may be a staff member at the organization initially. After Migrantour is launched, one of the guides may also serve as the local coordinator or share these functions with the organization's staff members.

The person appointed as local coordinator can be paid through:

- Funds from the local association
- Percentage of money received on the Migrantour walks
- Projects promoted by the local association

The local coordinator could also benefit from subsidized programmes, such as the national civil service or being a volunteer of the association.

Tasks for a local coordinator:

- Recruiting and selecting prospective guides
- Facilitating participatory processes in guide training and tour route development
- Organizing and sustaining partnerships
- Facilitating relationships and coordination among guides, and supporting/managing the needs of guides and their sense of ownership and belonging
- Tour marketing/promotion
- Handling tour requests and scheduling
- Make a database with contacts of stakeholders (stability) and media partners (visibility)
- Internal (sustaining things within the organization) and external communication (interaction beyond organization/ marketing/ promotion) are crucial
- Sustain through making connections between already existing activities and Migrantour

Resources

- [Inventory of tasks](#) performed by local coordinators. Review the four phases of Local Coordinator's work and tasks as outlined by Migrantour Utrecht.

1.5 Obligations: Membership in Migrantour network

Membership in the larger Migrantour network also entails certain obligations and rights. All member organizations/locations are represented by an icon on the Migrantour website which also contains contact information about Migrantour in each location. To cover costs of maintaining the website and publishing the newsletter, each member organization pays an annual fee of 200 Euros to Viaggi Solidali/ACRA. This fee secures an organization's membership and allows them to use the registered trademark logo of Migrantour on their promotional materials.

WORKBOOK EXERCISE 2.1 ROLES AND RESPONSIBILITIES

Complete the checklist of questions so that your organization has a clear overview of what is involved in launching Migrantour in your location.

CHECKLIST

- Does your organization have the time needed to launch Migrantour?
- Does your organization have the staff needed to launch Migrantour? (1 local coordinator)
- Does your organization have an established network of stakeholders who could be involved in supporting the Migrantour project?
- Does your organization know how to develop a plan for distributing, monitoring and assessing the various responsibilities and tasks related to setting up and running a Migrantour?
- Is your organization in agreement with the [annual fee and trademark regulations](#) of Migrantour?
- Is your organization committed to sustaining Migrantour in your location over the long term (3+ years)?

WORKBOOK EXERCISE 2.2 TIMELINE

Review the general Migrantour [timeline](#) and create your own timeline for launching Migrantour. Be sure to designate a local coordinator and discuss how tasks will be distributed among staff in your organization.

WORKBOOK EXERCISE 2.3 BUSINESS PLAN

Review the sample [business plans](#) and create a draft of a Migrantour business plan for your own organization.

2. SELECT THE TOUR AREA

In selecting an area for the Migrantour walking tour routes, it is important to identify the proposed area's accessibility for (local, national and international) visitors. It should be accessible with public transport, and have tourism and hospitality (food/drink, accommodation and entertainment) services. Consider also the range of attractions, festivals and events in the area and when they occur or are open.

WORKBOOK EXERCISE 2.4 ASSESSMENT OF THE SUITABILITY OF THE AREA FOR A MIGRANTOUR

Checklist for identifying the area's suitability

- Does the area have a history or current connection to immigration and/or emigration in the region or country?
- Are there physical traces of migration in the area that can be visited or experienced (shops, restaurants, community centers, places of worship, etc.)?
- Are there resources available to research migration in the area (museums, universities, libraries, websites, books, etc.) as you will need to integrate an overview of migration history in the tour routes.
- What is the area's accessibility (e.g., transport, linguistic, financial, etc.) for local, national and international visitors?
- What are the area's transport, tourism and hospitality services?
- What are the relevant seasons, weather conditions, attractions and events in the area to keep in mind?

Empathy Map Canvas

| Designed for | Designed by | Date | Version |
|--|-------------|------|---------|
| <div><div><p>1 WHO are we empathizing with? Who is the person we want to understand? What is the situation they are in? What is their role in the situation?</p></div><div><p>2 What do they need to DO? What do they need to do differently? What action do they want or need to get done? What decision(s) do they need to make? How will we know they were successful?</p></div></div> <div><div><p>3 What do they THINK and FEEL? PAINS What are their fears, frustrations, and anxieties?</p><p>GAINS What are their wants, needs, hopes and dreams?</p></div><div><p>4 What do they HEAR? What are they hearing others say? What are they hearing from friends? What are they hearing from colleagues? What are they hearing second-hand?</p></div><div><p>5 What do they DO? What do they do today? What behaviors have we observed? What can we imagine them doing?</p></div></div> <div><p>6 What do they SEE? What do they see in the marketplace? What do they see in their immediate environment? What do they see others saying and doing? What are they watching and reading?</p></div> <div><p>7 What do they SAY? What have we heard them say? What can we imagine them saying?</p></div> <div><p>What other thoughts and feelings might motivate their behavior?</p></div> | | | |

Last updated on 10 July 2017. Download a copy of this canvas at <https://personacanvas.com/empathy-map/>

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