**Country: Romania** 

#### ANNUAL TOURISM REPORTING TEMPLATE

#### 1. INTRODUCTION

Council Decision 86/664/EEC of 22 December 1986<sup>1</sup> establishing a consultation and cooperation procedure in the field of tourism foresees that "each Member State shall send the Commission, once a year, a report on the most significant measures it has taken and, as far as possible, on measures it is considering taking in the provision of services for tourists which could have consequences for travellers from the other Member States".

With the publication of the "Agenda for a sustainable and competitive European tourism", the Commission announced that "in order to strengthen the collaboration with and among Member States, their current annual reporting through the Tourism Advisory Committee (TAC) will be used to facilitate the exchange and the dissemination of information about how their policies and actions safeguard the sustainability of tourism".

This Communication was welcomed by the Competitiveness Council conclusions (22nd-23rd November 2007) and by the Presidency Conclusions of the Brussels European Council of 14th December 2007.

The main aims for the reporting process are:

- to be able to monitor the level of implementation of the "Agenda for a sustainable and competitive European tourism" by Member States;
- to facilitate the exchange of experiences among member States with regard to how they tackle issues which are important for the competitiveness and sustainability of European tourism.

MS reports referring to year n shall be sent to the European Commission by the end of February of year n+1.

If the reports are sent in English, the deadline is shifted to the end of April.

#### 2. ORGANISATIONAL STRUCTURE

This section should provide an overview of the main organisational structure to illustrate how tourism is organised and managed, to identify linkages and to identify the engagement of other organisations/stakeholders.

The information required will only need to be prepared fully in year 1 as it will subsequently only be necessary to provide details of any changes.

**2.1** Please identify the National Bodies responsible for tourism (Ministry and also any separate/related National Tourism Organisation), including key areas of responsibility, and their relationship to other national bodies. (maximum of 1.000 characters)

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<sup>&</sup>lt;sup>1</sup> Official Journal L 384, 31/12/1986 P. 0052 – 0053.

The administrative authority at the central level in the field of tourism is the Ministry of Tourism, established under the Romanian Government Decision no 1719/30.12.2008. The main fields of activity consist of drawing up and implementing the national tourism policy, promoting Romania as a tourist destination both domestically and internationally, developing the tourist infrastructure, issuing accommodation and tourism licences, controlling the quality of tourism services, evaluation and selection of applications for EU structural funds according to the regulations concerning the Regional Operational Programme.

The ministry coordinates other two institutions in the field of tourism: The Institute for Research and Development in Tourism (INCDT), which undertakes studies for developing and protecting the tourist offer, and for integrating the Romanian tourism within the European and world tourism; and the National Centre for Tourism Education (CNIT) which organizes courses for tourism vocational training and makes proposals for harmonizing the Romanian tourism educational programme with the European one, especially regarding the curriculum.

The Consultative Committee in Tourism, is the body under which the representatives of the public and private sector and the tourism NGOs reunite in order to discuss aspects regarding the tourism policy. In the field of human resources development there is a special committee, the Committee for Tourism, Hotels and Restaurants, coordinated by the National Council for Adult Vocational Training.

The Ministry of Tourism collaborates with other central administrative bodies like the Ministry of Culture, Cults and National Patrimony, the Ministry of Education, Research and Innovation, the Ministry of Youth and Sport, the Ministry of Labour, Family and Social Protection, the Ministry of Agriculture, Forests and Rural Development, the Ministry for Environment, Ministry for Regional Development and Housing, the Ministry of Transport and Infrastructure, the National Institute for Statistics .

**2.2** Please, describe what organisations/agencies are used to deliver services at the national and regional level and the services that they deliver. (maximum 800 characters)

At the national level the body responsible both for elaborating the tourism policy and for implementing it, is the Ministry of Tourism. It undertakes activities as specified at 2.1.

For the regional level, under the regional development legislation, there were established 8 Regional Development Agencies (RDA). Each has a Board of Directors drawn from the local administrations and an Executive Director appointed by its Board of Directors. The Development Agencies are pivotal bodies in the application of the EU Structural Funds. Some RDA established regional tourism associations like Oltenia Tourism Association. Other regional tourism organisations were constituted with the help of IBD- GTZ (programme of the German Ministry for Economic Cooperation and Development) like in Bucovina and Banat, and other as an initiative of the local administrations like in Maramures and for Black Sea Coast.

The local level administrative bodies consist of the county administrations and the city/town administrations. The tourism role of the local administrations is to develop on their own behalf and to assist the ministry in implementing the tourism policy at local level. According to Ordinance No. 58 of 1998, Article 20, the responsibilities of the

county administrations in the field of tourism refer to:

- Inventory of main tourist resources;
- Administration of the local registers of tourism patrimony;
- Drafting of the development proposals, which are the basis for the annual program for tourism development;
- Participation in the homologation of tourist tours and ski tracks;
- Contribution to the increase of quality of tourist products;
- Supervision of tourist activity, in order for the operators to have access to tourist resources

At the local level there were established county tourist associations bringing together the public and private stakeholders and NGOs, like in Sibiu, Brasov, Prahova, Covasna, Harghita, Mures, Constanta. At the city/town level there were also founded tourist associations like in Sighisoara and there were opened Tourist Information Centres.

**2.3** Please, describe which other bodies and organisations are involved at the national level and the process for involving them. (maximum 800 characters)

At the national level, the private sector is organised into associations corresponding to different tourism sub sectors: rural tourism (ANTREC), spa tourism (OPTBR), business tourism (RCB), ecotourism (AER) or different professions: tour operators and travel agencies (PANAT), hotels (FIHR), bed and breakfast (ARCTE B&B), tourist guides (ANGT), cooks and confectioners (ANBCT). Whenever significant matters regarding tourism policy need to be discussed, the Consultative Committee in Tourism is convened. Apart from these meetings, working groups are organised with the representatives of the private sector and the NGOs, for discussing topics related to specific tourism sectors.

**2.4** Please provide a diagram/organogram of the organisational structure for tourism identifying the relationship between national, regional and local bodies. Provide also a short description of the core responsibilities and competencies of each of the organisations. Include also information regarding the direct and indirect links between other departments, stakeholder organisations and unions. Information about mechanisms of decision making process participation from outsider organisations, e.g. forums, advisory committees is also requested. (maximum of 2.000 characters)

The organisational chart of the Ministry of Tourism is provided as Annex 1. At the local level, the ministry is represented by the 13 territorial representatives assigned from 1 to 5 counties, depending on the level of development of tourism sector in that area. Their tasks are mainly concerned with authorising the tourist companies, but they also collaborate with the local administrations for the implementation of the national tourist policy. Under the division for promotion there are 16 offices based in 15 countries which implement the marketing policy of the ministry.

Collaboration with the Regional Development Agencies and the local tourism administrations and organisations, is undertaken through consultative meetings and field trips from the centre, whenever significant matters concerning tourism policy need to be discussed.

**2.5** Please provide information about financial data, including spend/budget on tourism as a percentage of overall government spend/budget, the level of national funding support for tourism marketing, the amount of EU funding support made available for tourism and data concerning the support to SMEs and Destinations. (500 characters)

# 1. Tourism budget in overall government budget

The amount of funds allocated for tourism programmes for 2009 is about 20 times higher than in 2008. The total budget for the Ministry of Tourism, for 2009 is **397,3 mn lei (92,4 mn euro),** representing 0.42 % from the total national budget of 94,767.5 mn lei (22,038.95 mn. euro).

# 2. Tourism marketing funding

The total amount of funds for the Annual Plan for Marketing and Tourist Promotion for 2009 is **42 mn. lei (9,77 mn. Euro).** 

## 3. Support to SMEs and destinations

The Ministry of Tourism will finance a range of investment project in tourism infrastructure, according to the Annual Programme for Tourist Products Development. The funds available for investments represent 78,7 % of the total budget of the ministry and constitute the main component of the budget increase. The total amount allocated from the national budget for investments included in the Annual Programme for Tourist Products Development is 312,5 mn lei (72.67 mil. euro).

The investments concern the following areas: tourist ports, beaches, tourist observatories, development of ski areas, mountain chalets, spa complex, spa park, tourist information centres, salvament – mountain rescue centres, mountain routes, cable transport – telegondole.

#### 4. EU funding support for tourism

EU funding support for tourism is included in two main programmes to be developed between 2007 - 2013:

## 1. Regional Operational Programme

Axe 5. Sustainable development and tourist promotion – 616,77 mn. Euro of which 558,90 mn. Euro EFRD (European Fund for Regional Development) contribution and 57,87 euro national budget contribution

#### 2. National Plan for Rural Development

Axe 3. Improving life quality in rural areas and diversification of rural economy Measure 313. Supporting Tourist Activities - 544,22 mn euro, of which, 80% EU contribution and 20 % national budget contribution.

Total EU support for tourism : 994,28 mn euro

#### 3. POLICIES AND STRATEGIES

**3.1** Is there a current National Strategy for tourism? Yes  $X \square$  No  $\square$  If yes, please, provide information in bullet point format about the key aims, objectives and priorities of the strategy highlighting those that are designed to address sustainability issues in economic, environmental and social terms in particular those related in the six aims included in the Agenda. In preparing the tourism strategy, explain how consideration has been given to the 9 principles set out in the Agenda (para 2.3 p5) and given in the appendix. (maximum 1.000 characters)

The current strategy for tourism is included in the National Tourism Development Master Plan for Romania 2007 – 2026.

The main key objectives of the Master Plan are:

- To establish a heightened awareness both domestically and internationally of Romania's positive appeals as a tourist destination and its tourism brand image;
- To ensure that tourism is developed in a sustainable manner so that the environmental, cultural and heritage appeals are both appreciated today and preserved for future generations;
- To create an awareness among the population of Romania of the tourism appeals of the country and a desire to share these with visitors;
- To restructure the NTA as an efficient and effective national tourism organisation, marketing the tourism products and services of Romania, ensuring quality product and service standards, providing information to visitors and supporting all sectors of the country's tourism industry in the development of tourism;
- To develop and implement annual collaborative public/private sector destination marketing plans targetting all major markets with potential for Romania
- To offer coordinated support mechanisms to regional and local tourism organisations in the development of area tourism policy, strategies and plans;
- To establish a network of coordinated tourist information centres in all main tourist areas in order to extend a warm welcome to visitors, providing appropriate information to assist in their orientation, enjoyment and appreciation of the destination;
- To develop a refined system of product and service classification and grading to ensure the provision of quality products and services to meet visitor needs and expectations;
- To introduce mechanisms and incentives to facilitate investment in tourism by both Romanian and foreign investors;
- To consolidate the legal framework for tourism so that it will ensure good practice and guarantee high standards without undue bureaucracy;
- To encourage town, county and regional authorities to develop integrated tourism development plans including all infrastructure elements to avoid uncoordinated and incompatible development;
- To develop the provision of pre-vocational and vocational training for the hospitality sector so that curricula evolve to meet changing market needs and sufficient staff are qualified to meet employment demand / fill employment vacancies:
- To identify season lengthening development opportunities for Black Sea

- coastal resorts and facilitate their introduction:
- To assist the development of ecotourism in the Danube Delta, national parks and reserves and rural areaslegislation;
- To train and assist major national museums and monuments in improving their visitor facilities, especially welcome and interpretation and marketing, as an example to all such monuments.
- To establish cooperative and collaborative frameworks within and between public and private sectors.
- To expand the system for the regular collection, analysis and dissemination of tourism statistics and research to assist in the creation of a Tourism Satelite Account for Romania and facilitating investment and marketing decisionmaking;
- **3.2** Who was the initiator and who is responsible for its implementation? (maximum 200 characters)

The initiator of the National Tourism Development Master Plan for Romania 2007 – 2026 was the central authority for tourism, the Ministry of Transport, Constructions and Tourism, now the Ministry of Tourism, which is also the authority responsible for the implementation of the Master Plan.

**3.3** How is the strategy monitored and how often? (maximum 500 characters)

The plans of activity elaborated annually, are based on the priorities identified in the Master Plan. Evaluation of personnel is undertaken through the annual evaluation form, where the level of objectives achievement for each employee is quantified by the performance indicators. Each division also elaborates quarterly and annual reports of activity which are made public on the ministry's website.

**3.4** What tourism specific legislation exists? (maximum 500 characters)

The specific tourism legislation refers to the following areas: organization and performance of tourist activities in Romania; national tourism authority establishment; registration, classification of tourist accommodation and tourist services; licensing of travel agencies/tour operators and tour guides; insurance bonds for tour operators and travel agents; guest registration and protection in accommodation establishments; travel and tour operator consumer protection; tourists' safety; Super Ski in Carpathian Mountains; tourism areas, resorts, spas and the Black Sea area; Q Brand; Blue Flag.

### 4. MEASURES AND INITIATIVES

This section provides Member States with an opportunity to outline specific initiatives and policies that are or are going to be adopted to manage and develop tourism activity in ways which respond to the key challenges of the Agenda and which fall within the six main aims of the Agenda itself.

#### 1 Economic prosperity

a. To ensure the long term competitiveness, viability and prosperity of tourism enterprises and destinations.

b. To provide quality employment opportunities, offering fair pay and conditions for all employees and avoiding all forms of discrimination.

### 2 Social equity and cohesion

- a. To enhance the quality of life of local communities through tourism, and engage them in its planning and management
- b. To provide a safe, satisfying and fulfilling experience for visitors, available to all without discrimination by gender, race, religion, disability or in other ways.

## 3 Environmental and cultural protection

- a. To minimise pollution and degradation of the global and local environment and the use of scarce resources by tourism activities.
- b. To maintain and strengthen cultural richness and biodiversity and contribute to their appreciation and conservation.
- **4.1** Please set out, briefly, the steps which have been or will be taken, if any, to address the 7 key challenges for the delivery of sustainable and competitive tourism, covered in the TSG report and referred to in the 'Agenda'.

During 2008 there was elaborated the National Strategy for Sustainable Development in Romania 2013 – 2020- 2030, in collaboration with the Ministry for Environment and Sustainable Development. There were also organised working groups in collaboration with the experts from UNWTO for elaborating the The EcoTourism Strategy of Romania.

# **4.1.1** Reducing the seasonality of demand. (maximum 200 characters)

There are 3 programmes developed for extending the season by offering low price tourist packages for holidays taken in spring and autumn: "The Sea Coast for Everybody", elaborated by PANAT - the National Association of Travel Agencies and Tour Operators, "A Holiday in the Countryside" elaborated by ANTREC - the National Association for Rural, Ecologic and Cultural Tourism, and a "A Week of Recovery in Spas" and the "Spa Decade", elaborated by OPTBR -the National Association for Spa Tourism.

**4.1.2** Addressing the impact of tourism transport. (maximum 200 characters)

As a member of the Association for Tourist Promotion of the Countries along Danube - "Die Donau", the ministry participated to the establishment of the Danube Cycle Route, the Romanian part being 1140 km long, between Bazias and Murighiol.

The Ministry for Environment elaborated the Guide for Eco – Tourist which includes a part dedicated to the sustainable use of transport when going on holiday. For encouraging group transport by train, there are reduced price offers from the

Romanian Railway Society.

## **4.1.3** Improving the quality of tourism jobs. (maximum 200 characters)

The ministry ensures that the necessary conditions are met for a qualitative training in tourism occupations, by authorising the companies that offer such courses. It also organizes trainings for different personnel categories like the personnel working in the Tourism Information Centres, and ensures that the ministry's personnel attend the special courses organised for public clerks by the National Institute for Administration. As a member of the Committee for Tourism, Hotels and Restaurants the ministry participates to the elaboration of the list of standardised tourism professions.

**4.1.4** Maintaining and enhancing community prosperity and the quality of life, in the face of change. (maximum 200 characters)

During 2008 the Ministry participated to a study initiated by the Organisation for Economic Cooperation and Development called "Increasing the Attractiveness of Places through Cultural Resources". Within this project the case of Oltenia Region, in the South of Romania was analysed, as an example of developing the local comunities through cultural tourism.

**4.1.5** Minimising resource use and the production of waste. (maximum 200 characters)

The Ministry for Environment elaborated in 2008 the Guide for the Eco – public Clerk and the Guide for Eco – Tourist, promoting methods for minimising resource use and production of waste in public institutions and during holidays.

In 2009, on 28<sup>th</sup> of March, there will be celebrated for the first time in Romania, the EarthHour, a programme of the World Wide Fund for Nature (WWF), for promoting reduction of resource use.

**4.1.6** Conserving and giving value to natural and cultural heritage. (maximum 200 characters)

"Blue Flag" programme, has been implemented in Romania since 2002, for stimulating the quality of the Romanian Black Sea coast beaches at international standards.

During 2007- 2008, the EDEN – European Destinations of Excellence programme of the European Commission, was implemented, for supporting the emerging destinations with a valuable cultural intangible heritage. For the period 2008 – 2009, the third edition of EDEN, is also implemented in Romania, being aimed at the destinations based on protected areas.

The ministry collaborated with the tourism stakeholders in the Danube Delta region for elaborating the Strategy for Tourism Development in Danube Delta, with the tourism stakeholders on the Black Sea coast for elaborating the document regarding the integrated management in the coastal area of Romania. It also participated to the meetings held by the Carpathian Convention for elaborating the Tourism Strategy for the Carpathian Mountains Region.

**4.1.7** Making holidays available to all. (maximum 200 characters)

The programmes mentioned at 4.1.1. are included here as well, as they allow low income tourists to beneficiate of a holiday at the seaside, in the countryside or in spas.

For enabling treatment in spas for the retired persons, there is a programme developed in collaboration with the Ministry of Labour, Family and Social Protection, which offers the possibility for taking a 3 weeks treatment at a reduced price, established as a percent of pension.

**The Holiday Tickets Programme**, aims at encouraging domestic tourism by including the holiday tickets as a reward for employees.

The **Early Booking Programme** which offers discounts up to 30 % for the acquisition of tourist packages for the summer season, between 1<sup>st</sup> of February - 31 March 2009.

<b>4.2</b> As key challenges may change over time, please identify any other areas that are
becoming a new challenge. (maximum 600 characters)

**4.3** Please identify and describe a specific initiative, which is related to the 7 key challenges, that is innovative/ successful and which would be of interest to or of help to other Member States. (maximum 2.000 characters).

The special programme developed by OPTBR, offering reduced prices for holidays in spas, during low season, was awarded at the Gala of Romanian Tourism Superlatives, held in Gura Humorului in 15 January 2009, as the best tourist offer.

A special feature of the programme is that it could maintain the same prices for 2009 as in autumn 2007. The beneficiaries are the Romanian citizens and the citizens of the Republic of Moldova.

The "**Spa Decade**" offer consists in 10 days holiday with accommodation for 9 nights in hotels of 2 and 3 stars, full board, medical visit at the beginning of the period and treatment for at least 7 days, based on the medical prescription.

The prices are different according to the hotel category: for 2 stars hotel, for one person in a double room, the price is 151 euro. For 3 stars hotels the price is 174 euro. The commission for the travel agencies (12 euro per tourist package) and VAT are included in the total price.

The programme includes 12 resorts : Amara, Sovata, Baile Olanesti, Baile Tusnad, Calimanesti – Caciulata, Covasna, Lacu Sarat, Moneasa, Praid, Pucioasa, Slanic Moldova, Turda.

The second offer, "A Week of Recovery in Spas", includes accommodation for 6 nights, with breakfast included, for hotels of 1, 2, and 3 stars, and 2 medical treatments per day based on medical prescription. (e.g. for 3 stars hotels the price is around 77 euro/person).

The prices are the following, for 1 person in a double room:

For 1 star hotels – 47 euro

For 2 stars hotels – 63 euro

For 3 stars hotels – 77 euro

They include the VAT and the commission of 10 % for the travel agencies

The programme includes 16 resorts: Amara, Calimanesti – Caciulata, Covasna, Baile Herculane, Buzias, Lacu Sarat, Moneasa, Baile Olanesti, Praid, Pucioasa, Sovata, Slanic Moldova, Sinaia, Baile Tusnad, Turda, Vatra Dornei

#### 5. MECHANISMS FOR IMPLEMENTATION

Three mechanisms for implementing the Agenda were identified in the "Agenda": sustainable destinations, sustainable businesses and responsible tourists.

**5.1** Sustainable destinations: What support is given to strengthen destination management at the regional/ destination level (supportive policy environment, knowledge networks, training programmes, establishment of measures/indicators for benchmarking, etc.)? (maximum 600 characters)

In 2008 there was organised a training for Destination Management, in collaboration with UNIDO – United Nations Industrial Development Organisation and the Switzerland Government, within the project Sustainable Development of Tourism Cleaner Production and Corporate Social Responsibility, implemented together with the National R&D Institute for Industrial Ecology (INCD EcoInd) and Opportunity Associates-Romania.

In 2008, MATRA project, was developed in collaboration with the Government of Netherlands. The project aimed to enhance partnerships between local and central organisations for developing cultural tourism.

Collaboration with the Ministry for Agriculture and Rural Development, for establishing the criteria designating the villages developed from a touristic point of view.

During 2007 - 2008, there was implemented the EDEN II - European Destinations of Excellence programme, initiated by the European Commission, with the theme intangible cultural heritage. As a result of the national contest for selecting the European Destination of Excellence, a national and a European network was created for the further support of the sustainable development of the destinations. The third edition of EDEN, 2008 - 2009, with the theme tourism and protected areas is under implementation.

**5.2** Sustainable businesses: What support is given to strengthen the sustainability and competitiveness of businesses (supportive policy environment, orientation of business support services to sustainability, training, financial incentives, etc.)? (maximum 600 characters).

The quality of tourism services is supported by the implementation of ISO standards, ISO 9001 for the quality management, ISO 14001 for the environment management, HACCP, a quality control system for catering services.

There are also two labels awarded for sustainable tourism products like the European Ecologic Label awarded by the Ministry for Environment, and the Ecotourism Certification System developed by Association of Ecotourism in Romania. The latter is based on the *Nature and Ecotourism Accreditation Programme* promoted by the Australian Ecotourism Association (NEAP is the first accreditation system in ecotourism) and on *Nature's Best* developed by the Swedish Ecotourism Association (the first accreditation system in ecotourism in the northern hemisphere).

For supporting sustainable hotel management, there was developed the project Sustainable Development of Tourism Cleaner Production and Corporate Social Responsibility, a United Nations Industrial Development Organisation project, implemented together with the National R&D Institute for Industrial Ecology (INCD Ecolnd) and Opportunity Associates-Romania.

**5.3** Responsible tourists: What support is given to promote responsible choices by tourists (e.g. sustainability in education, national marketing and media campaigns, promotion of certification schemes)? (maximum 600 characters)

The Ministry for Environment elaborated in 2008 the Guide for Eco – Tourist which includes useful recommendations for protecting the environment during holidays in the mountains, at the seaside, in urban and rural environment and transport.

### 6. DATA AND INDICATORS

Eurostat will provide, as an annex, the key statistical data required to support the reporting process covering around 20 indicators<sup>2</sup>. These are mainly related to the aim of 'economic prosperity'.

Please, identify indicators that are being used or developed which could add to the range of information being provided by Eurostat, particularly in relation to social and environmental issues (other indicators from the TSG report, visitors/ residents satisfaction, etc.). (maximum 500 characters)

## 7. COMPLEMENTARY ADDITIONAL INFORMATION

If necessary use the	ne following	box to	provide	additional	complementary	information
that has not already	y been cover	red.				

2	These indicators have been selected from the 50 TSG indicators on the basis of the possibility to calculate them at the
Е	uropean level.

#### **APPENDIX**

Principles of sustainable tourism:

#### Taking a holistic and integrated approach

All the various impacts of tourism should be taken into account in its planning and development. Furthermore, tourism should be well balanced and integrated with a whole range of activities that affect society and the environment.

## Planning for the long term

Sustainable development is about taking care of the needs of future generations as well as our own. Long term planning requires the ability to sustain actions over time.

## Achieving an appropriate pace and rhythm of development

The level, pace and shape of development should reflect and respect the character, resources and needs of host communities and destinations.

#### Involving all stakeholders

A sustainable approach requires widespread and committed participation in decision making and practical implementation by all those implicated in the outcome.

### Using best available knowledge

Policies and actions should be informed by the latest and best knowledge available. Information on tourism trends and impacts, and skills and experience, should be shared across Europe.

#### • Minimising and managing risk – the precautionary principle

Where there is uncertainty about outcomes, there should be full evaluation and preventative action should be taken to avoid damage to the environment or society.

## Reflecting impacts in costs – user and polluter pays

Prices should reflect the real costs to society of consumption and production activities. This has implications not simply for pollution but for charging for the use of facilities that have significant management costs attached to them.

# • Setting and respecting limits, where appropriate

The carrying capacity of individual sites and wider areas should be recognised, with a readiness and ability to limit, where and when appropriate, the amount of tourism development and volume of tourist flows.

# Undertaking continuous monitoring

Sustainability is all about understanding impacts and being alert to them all the time, so that the necessary changes and improvements can be made.