

## National Tourism Development Master Plan - Action Plan **DRAFT**

<b>PRIORITY - IMMEDIATE</b>								
No	Discipline / Objective	Action	Rationale	Duration	Lead	Partners	Funding	Success Criteria
	<b>STRUCTURAL ARRANGEMENTS</b>							
	Establish a semi-autonomous National Tourism Organisation reporting to a Private / Public sector Board chaired by the State Secretary of the Ministry with responsibility for Tourism.	Introduce legislation to establish a new government funded national tourism organisation under a private/public sector Board with development, marketing and HRD responsibilities and authority to receive external funding	Involvement of the industry in the management of the NTO should ensure better collaboration and swifter progress industry wide	6 months	MIMMC-TPL	State Secretary at NTA	n/a	Legislation by spring 2008
	Enable private sector tourism interests to collaborate better with the public sector	Facilitate a gathering of industry associations to form a Confederation of Tourism Associations	Allow the industry to address government with a unified voice and achieve better collaboration	6 months	MIMMC-TPL	Tourism Industry Associations	n/a	By end 2007
	<b>NTO Offices</b>							
	Evaluation of the operations of the NTO offices abroad with a view to reorganizing the network	Cost benefit analysis study to examine: street level vs. non-street level sites; use of Romanian staff vs. marketing representation contracts; reporting systems between offices and HQ; effectiveness of	To determine the optimal form of representation abroad and to establish a system of performance measurement	6-9 months	NTO	Private sector associations	Own resources	Study complete by spring 2008

<b>PRIORITY - IMMEDIATE</b>								
No	Discipline / Objective	Action	Rationale	Duration	Lead	Partners	Funding	Success Criteria
		marketing and promotional programmes; and definition of performance benchmarks/criteria						
	<b>PLANNING AND INFRASTRUCTURE</b>							
	To provide a national strategic planning context for tourism development	Complete Section 6, Tourism, of the National Spatial Plan	To provide a national strategic planning context for tourism development	Ongoing	Ministry of Development and Public Works	NTO	n/a	End of 2007
	<b>HUMAN RESOURCE DEVELOPMENT</b>							
	<b>HRD Organisation and Coordination</b>							
	EITHER Create one focal point of all HRD and training activities to initiate, organise, coordinate and monitor all training activities	<ul style="list-style-type: none"> <li>▪ Establish a strong HRD, Training and Tourism Awareness department within a new National Tourism Organisation</li> <li>▪ Establish a National Hospitality and Tourism Training Advisory Committee</li> </ul>	In order to ensure hospitality training keeps up to date with industry needs a strong private:public sector partnership is needed to oversee developments	Ongoing	MIMMC-TPL + TA Master Plan Task Force	-	Own resources	Committee established by end 2007

<b>PRIORITY - IMMEDIATE</b>								
No	Discipline / Objective	Action	Rationale	Duration	Lead	Partners	Funding	Success Criteria
	OR	OR						
	Create a separate independent NGO body to initiate, organise and coordinate Tourism Awareness Training and Industry Upgrading Training through its mobile training team	<ul style="list-style-type: none"> <li>Establish a Mobile Hospitality Training Foundation (MHTF), headed by a Managing Director, employing trained and qualified mobile trainers, controlled by a Management Board, representing public and private sector</li> </ul>	To establish a new (parastatal) National Tourism Organisation with a strong HRD department, will take some time and effort. In order to be able to act fast in implementing the recommended actions an independent NGO should be created.	-	MIMMCTPL +TA Master Plan Task Force	Private sector associations	National budget	Foundation established by end 2007
	<b>Tourism Awareness</b>	<b>“ROMWELCOME” programme</b>						
	Develop general tourism awareness and visitor satisfaction for industry staff	<ul style="list-style-type: none"> <li>Train mobile trainers and develop courses on tourism awareness and visitor satisfaction (TA Expert)</li> <li>Conduct tourism awareness training seminars within the industry (Mobile Trainers)</li> <li>Conduct applied training seminars on hospitality and tourism awareness and guest</li> </ul>	<p>A Train-the-trainer approach will have the best possible multiplier effect, because of the high quantities and the language barrier.</p> <p>The implementation of this programme is a continuous process which will take at least some years</p>	<p>5 weeks</p> <p>2-3 years</p>	<p>NTO/HRD or MHTF</p> <p>NTO/HRD or MHTF</p>	<p>TA</p> <p>Trade Associations</p>	<p>ESF - HRDOP</p> <p>ESF - HRDOP</p> <p>ESF - HRDOP</p>	<p>Mobile trainers trained and operational</p>

<b>PRIORITY - IMMEDIATE</b>								
No	Discipline / Objective	Action	Rationale	Duration	Lead	Partners	Funding	Success Criteria
		satisfaction for spa resort employees, including medical and para-medical staff (Mobile Trainers)						
	<b>Upgrading Existing Skills</b>							
	Capacity building and Institutional strengthening of the NTO	<ul style="list-style-type: none"> <li>Upgrade tourism administration and organisation skills (planning and development, research and statistics, marketing and promotion, etc.). TA expert and local trainers.</li> </ul>	In order to create a strong NTO, implementing government policy and strategy and provide services to the private sector, qualified NTO staff is a critical factor	2 years	NTO/HRD +TA	-	ESF - HRDOP	2 staff trained per month 2007 to end 2008
	Train the existing Tourist Information Officers in Tourist Information and Visitor Centre operations	<ul style="list-style-type: none"> <li>Upgrading course on Tourist Information skills through external TA expert together with 3 local trainers.</li> </ul>	Providing Information to Tourists is a skill. This includes collection, preparing, producing and displaying tourist information.	3 months	NTO/HRD +TA	County and town councils	ESF – HRDOP	First course run by end 2007
	<b>PRODUCT ENHANCEMENT</b>							
	<b>Bucharest City Breaks</b>							
	Generate off-peak (particularly weekend)	<ul style="list-style-type: none"> <li>Open a TIC in central Bucharest</li> </ul>	Bucharest has potential to	1 year	Bucharest City	Airlines, hotels, arts venues,	EU-SF ROP 5.3	TIC with box office open

<b>PRIORITY - IMMEDIATE</b>								
No	Discipline / Objective	Action	Rationale	Duration	Lead	Partners	Funding	Success Criteria
	tourism to Bucharest	<ul style="list-style-type: none"> <li>with satellites at the airports</li> <li>▪ Develop a central reservations facility (box office) for all main performing arts venues and events</li> <li>▪ Provide a dedicated non-stop bus shuttle service between the airports and central Bucharest connecting to all flights</li> <li>▪ Provide a hop on hop off bus tour of Bucharest</li> <li>▪ Develop an marketing campaign for City Breaks in Bucharest</li> </ul>	emulate other European City Break destinations. Hotels need to improve weekend, summer and Christmas/New Year occupancy. A short break to Bucharest can inspire repeat visits to other parts of the country.		Council	NTO	<p>Local authority and private sector</p> <p>Local authority and private sector.</p> <p>EU-SF ROP 5.3</p>	by 2008. Airport shuttle operational by 2008. Tourist bus operational by 2008. Marketing campaign by 2008.
	<b>Coastal Tourism</b>							
	Attract low cost carriers to Constanta	<ul style="list-style-type: none"> <li>▪ Continue negotiations with low cost carriers to establish a number of high profile routes attractive for independent travellers</li> </ul>	Low cost carriers have a proven track record of generating traffic and also generate much awareness for their destinations.	6 months	Constanta airport	Constanta County Council	Own resources	2 carriers operating by end 2008
	<b>Danube Cruises</b>							

<b>PRIORITY - IMMEDIATE</b>								
No	Discipline / Objective	Action	Rationale	Duration	Lead	Partners	Funding	Success Criteria
	To provide common systems of charging and administrative operations to cruise operators for all Romanian Danube ports	<ul style="list-style-type: none"> <li>Convene annual meetings of all relevant Danube authorities and operators to agree solutions to common issues regarding Danube Cruise traffic</li> </ul>	Compete more effectively with other Danube ports and make Romania a preferred destination for operators	Annual	NTO	Port, Naval and local authorities, Naval Department of Ministry of Transport, tour and cruise operators, Die Donau Association	NTO	Meeting before end 2008
	<b>Hiking</b>							
	To publicise the considerable opportunities for hiking in Romania and make all requisite information available.	<ul style="list-style-type: none"> <li>Prepare development plan for trail mapping and data collection.</li> </ul>	First stage in hiking development programme	3 months	NTO and Administrators of nature reserves and national parks	SALVAMONT and local authorities	EU-SF ROP 5.3 and own resources	Plan by end 2007.
	<b>MICE</b>							
	Produce feasibility studies for international conference centres in Bucharest and Constanta	<ul style="list-style-type: none"> <li>Appoint specialist consultants to research the international meetings market and identify the optimum size and configuration of conference centres for Bucharest and Constanta</li> <li>Prepare outline design specifications and costs of appropriate</li> </ul>	Bucharest is the only EU capital without a purpose built conference centre capable of handling major international meetings and conventions. Its construction would bring significant additional business to Bucharest and first time visitors to the country. Constanta needs	3 months	NTO	Primarii of Bucharest and Constanta with Romanian Convention Bureau	Own resources	Studies complete by spring 2008

<b>PRIORITY - IMMEDIATE</b>								
No	Discipline / Objective	Action	Rationale	Duration	Lead	Partners	Funding	Success Criteria
		centres	additional attractions to generate off season business for coastal hotels. The local and regional meetings market represents an opportunity for this.					
	<b>Spa Resorts</b>							
	Identify market needs, potential and means of promoting to it.	<ul style="list-style-type: none"> <li>Market research into the domestic and foreign market demand for traditional spa treatment; expectations of foreign markets of spa resorts; communications channels to spa clients</li> </ul>	To determine if a foreign market can be developed and specify product enhancements needed to appeal to it. Identify promotional channels	3 months	NTO	Spa Owners Association	EU-SF ROP 5.3	Research complete by spring 2008
	<b>Winter Sports</b>							
	Improve the viability of current facilities / resorts and ensure future expansion responds to market needs	<ul style="list-style-type: none"> <li>Commission research into future market demand for winter sports to assist in planning of facility and resort expansion</li> </ul>	New facility development should be contingent on proven demand	6 months	NTO	Local authorities	EU-SF ROP 5.3 and own resources	Study by spring 2008
	<b>INFORMATION SERVICES</b>							
	Establish a national	<ul style="list-style-type: none"> <li>Establish a</li> </ul>	This database is	6 months	NTO	TICs and	EU-SF	Database

<b>PRIORITY - IMMEDIATE</b>								
<b>No</b>	<b>Discipline / Objective</b>	<b>Action</b>	<b>Rationale</b>	<b>Duration</b>	<b>Lead</b>	<b>Partners</b>	<b>Funding</b>	<b>Success Criteria</b>
	tourism database	computerised tourism information database with sections updated by TICs, NTO licensing department and other authorised providers <ul style="list-style-type: none"> <li>▪ Provide data outputs to websites, TICs and other users.</li> </ul>	the source of data for websites, promotional materials and TICs	and on-going		industry associations	ROP 5.3	operational mid 2008
	<b>STATISTICS AND RESEARCH</b>							
	<b>Statistics</b>							
	Expansion to and improvement of existing tourism statistics collecting	<ul style="list-style-type: none"> <li>▪ Provision of international technical assistance to NTO and RNIS</li> </ul>	To advise upon the introduction of new data collection methodology and techniques	3 months	NTO/RNIS	Border Police  Ministry of Transport  NIRD	EU-SF ROP 5.3 and own resources	New systems operational for 2009
	<b>DESTINATION MARKETING</b>							
	Upgrade and increase the presence of, and availability of information on, Romania's tourism electronically	<ul style="list-style-type: none"> <li>▪ Update and redesign the national tourism websites in line with tourist markets' needs and interests.</li> <li>▪ Develop material</li> </ul>	To address the increasing trend for consumers to access the internet to research and book their travel and tourism destinations and	Immediate and ongoing	NTO	Private sector associations	EU-SF ROP 5.3	Annual increase of 10% in site visits



<b>PRIORITY - IMMEDIATE</b>								
No	Discipline / Objective	Action	Rationale	Duration	Lead	Partners	Funding	Success Criteria
		<p>for website offshoots from the parent sites for major markets.</p> <ul style="list-style-type: none"> <li>Study and select for subscription all independent travel and tourism websites.</li> </ul>	arrangements					
	To refine the programme of participation at foreign travel and tourism fairs to improve cost effectiveness	<ul style="list-style-type: none"> <li>Reduce overseas tourism fair participation by concentrating initially only on primary and opportunity markets.</li> <li>Establish a set of targets to be met (relating, for example, to new contacts generated and bookings achieved).</li> <li>Set criteria to be fulfilled by private sector participants as a condition for their subsidised participation</li> </ul>	To reduce wastage in respect of tourism fair participation and to establish monitoring and evaluation systems to enable cost effectiveness to be assessed.	Immediate and ongoing	NTO	Private sector associations	Own resources	Fair targets met
	To create a strong destination image through the development of a powerful, coherent	<ul style="list-style-type: none"> <li>Appointment of a specialist international brand</li> </ul>	To establish the perception in international & domestic tourist	6 months	NTO	Private sector associations, Regional Development	EU-SF ROP 5.3	New brand adopted and used by Romanian

<b>PRIORITY - IMMEDIATE</b>								
No	Discipline / Objective	Action	Rationale	Duration	Lead	Partners	Funding	Success Criteria
	and persuasive brand	<p>development creative agency to research and define Romania's national tourism brand, and</p> <ul style="list-style-type: none"> <li>Define a strategy for its launch</li> </ul>	<p>markets of Romania as a destination offering a diverse and distinctive range of tourism products of special appeal to current tastes</p>			Agencies, County and Town Councils		and international operators
	To access the necessary technical and management expertise to develop, direct and coordinate the programme of marketing and promotional activities	<ul style="list-style-type: none"> <li>Recruitment of an International Tourism Marketing Specialist to assist the NTO Marketing Directorate become established and proficient.</li> </ul>	<p>Outside assistance is needed in view of: the scale of the institutional changes and relationship building needs (between the NTO and the tourism private sector); and the depth of the knowledge required of tourism marketing trends, techniques and tools.</p>	Minimum 2 years	NTO	Private tourism sector and all other tourism stakeholders	EU-SF Program Access 6	Fully functioning NTO marketing division by end 2009
	<b>ENVIRONMENT</b>							
	To remove unsightly and unhealthy waste	<ul style="list-style-type: none"> <li>Give priority to the enforcement of disposal of waste by public and private sectors in an environmentally sound manner</li> </ul>	<p>The many open waste dumps and illegal waste disposal does great damage to the image of Romania</p>	1 year	Ministry of Environment and Sustainable Development	County and local authorities	National and local budgets	More rigid enforcement by end 2008.

<b>PRIORITY - IMMEDIATE</b>								
<b>No</b>	<b>Discipline / Objective</b>	<b>Action</b>	<b>Rationale</b>	<b>Duration</b>	<b>Lead</b>	<b>Partners</b>	<b>Funding</b>	<b>Success Criteria</b>
	To remove the cause of much non bio-degradable litter	<ul style="list-style-type: none"> <li>Introduce legislation to reduce the circulation of plastic bags and bottles</li> </ul>	By charging for bags and placing deposits on bottles consumers are encouraged to dispose of them properly	1 year	Ministry of Environment and Sustainable Development	NTA	n/a	Legislation proposed by end 2008
	To remove the health and safety risk posed by stray dogs in Bucharest	<ul style="list-style-type: none"> <li>Collaborate with animal welfare groups to impound stray animals and find responsible owners</li> </ul>	Stray dogs pose a threat to health and also of adverse destination publicity if tourist are attacked	1 year	Bucharest Municipality	Animal welfare NGOs	Local authorities and NGOs	50% reduction in hospital dog bite admissions
	<b>REGULATORY FRAMEWORK</b>							
	To designate official Tourist Information Centres	Introduce a legal requirement for TICs to be approved by the NTO and that only approved TICs may use the International 'i' symbol	Maintain high quality standards for TICs so that visitors know what services they can expect from them.	6 months	NTO	Local authorities	n/a	Legislation by spring 2008
	Enable TICs to recoup some of their costs and provide additional services	Authorise existing and future TICs to undertake commercial activities – publication sales and reservations.	Visitors are prepared to pay for quality information and TICs should seek to reduce their costs by generating revenue provided this does not undermine commercial	2 years	Local authorities	NTO	n/a	Legislation by spring 2008

<b>PRIORITY - IMMEDIATE</b>								
<b>No</b>	<b>Discipline / Objective</b>	<b>Action</b>	<b>Rationale</b>	<b>Duration</b>	<b>Lead</b>	<b>Partners</b>	<b>Funding</b>	<b>Success Criteria</b>
			operators' activities					
	Improve the monitoring of accommodation standards	Make accommodation licensing and classification an annual requirement and subject to payment of fees	Annual reviews necessary to ensure standards are maintained. Fees contribute towards the cost of the additional assessors required	6 months	NTO	MIMMCTPL	n/a	Legislation by spring 2008
	Remove unnecessary controls	Discontinue classification of restaurants and catering establishments	The industry is sufficiently developed to help tourists make informed choices of where to eat.	6 months	NTO	MIMMCTPL	n/a	Legislation by spring 2008
	Make the accommodation classification system more user friendly and the gradings more meaningful	Rationalise the categories into which accommodation is classified and introduce more effected means of assessing quality. (Technical assistance)	Current classifications are confusing and the gradings imprecise	1 year	NTO	MIMMCTPL	Own resources	Develop new system by mid 2008. Introduce in 2009.
	Clarify tourism legislation through consolidation	Introduce a new tourism law incorporating the existing laws, revisions and new recommendations	Tourism legislation is diffuse and causes confusion	1 year	MIMMC-TPL	NTO	n/a	Legislation by end 2008

<b>PRIORITY – SHORT TERM</b>								
No	Discipline / Objective	Action	Rationale	Duration	Lead	Partners	Funding	Success Criteria
	<b>STRUCTURAL ARRANGEMENTS</b>							
	Establish a national network of TICs providing common service levels	Produce guidelines for the establishment and operation of a TIC; work with the "owners" of TICs to establish their centres; install equipment; train staff; publicise network	To satisfy the information needs of the increasing number of independent tourists and assist with local reservations particularly for small establishments.	5 years	NTO	Local Authorities and other TIC sponsors	EU-SF ROP 5.3	Guidelines by spring 2008. Upgrade proposals by end 2008. Training by end 2008.
	<b>PLANNING AND INFRASTRUCTURE</b>							
	To provide a regional planning context and strategic guidelines to tourism development.	Prepare integrated tourism development plans for each of the 8 development regions	To provide a regional planning context and strategic guidelines to tourism development	2 years	RDAs	NTO	PHARE	By mid 2008
	To provide local, municipal and commune, Tourism Plans	Prepare integrated tourism development plans for each tourism destination identified in the Regional Tourism Plan	To provide a planning context and strategic guidelines to tourism development	3 years	Local governments	RDAs NTO	PHARE	By end 2008
	To provide guidelines and sample documents for the	Prepare a comprehensive set of	To provide detailed design and	1 year	Ministry of Development,	NTO, Ministry of Culture	Own resources	By mid 2008

<b>PRIORITY – SHORT TERM</b>								
No	Discipline / Objective	Action	Rationale	Duration	Lead	Partners	Funding	Success Criteria
	preparation of Tourism zone development Standards and Guidelines.	architectural guidelines and planning standards to be met in the development of tourist facilities and areas	development standards for tourism developments		Public Works and Housing	and Cults, Ministry of Environment and Sustainable Development		
	<b>Winter Sports</b>							
	Ensure environmental protection and well planned resorts	<ul style="list-style-type: none"> <li>Make viable business plans, environmental impact studies, and integrated town plans mandatory for new winter sports developments</li> </ul>	Prevent ad hoc developments, which impact adversely on local infrastructure and the environment	1 year	Ministry of Development, Public Works and Housing	NTO	n/a	Issue directive by spring 2008
	<b>HUMAN RESOURCE DEVELOPMENT</b>							
	<b>Tourism Awareness</b>	<b>“ROMWELCOME” programme</b>						
	Develop general tourism awareness and visitor satisfaction for public sector tourism officials.	<ul style="list-style-type: none"> <li>Conduct short applied training seminars on hospitality and tourism awareness for NTO officials (Mobile Trainers)</li> </ul>	In order to create a strong NTO, implementing gvt. policy and strategy and provide services to the private sector, qualified NTO staff is a critical factor	3-4 months	NTO/HRD or MHTF		ESF - HRDOP	10 courses by end 2008
	Develop general tourism awareness and visitor satisfaction for special	<ul style="list-style-type: none"> <li>Conduct applied training seminars on tourism</li> </ul>	Many employees and officials are not directly involved in	1 year	NTO/HRD or MHTF	Ministry of the Interior Ministry of	ESF - HRDOP	10 courses by end 2008

<b>PRIORITY – SHORT TERM</b>								
No	Discipline / Objective	Action	Rationale	Duration	Lead	Partners	Funding	Success Criteria
	groups indirectly involved in tourism but directly dealing with tourists	awareness and visitor satisfaction for immigration, customs, border police at international airports and border posts. (Mobile Trainers) <ul style="list-style-type: none"> <li>Conduct short applied training seminars on tourism awareness and visitor satisfaction for museum staff (Mobile Trainers)</li> </ul>	the hospitality and tourism industry, but are dealing directly with tourists and their performance is also critical for visitor satisfaction and the image and reputation of the country.	2 years	NTO/HRD or MHTF	Finance  Ministry of Culture and Cults County Councils	ESF - HRDOP	10 courses by end 2008
	Develop general tourism awareness and tourism understanding among public authorities (benefits of tourism development)	<ul style="list-style-type: none"> <li>Develop and distribute a tourism awareness “toolkit”, containing flyers and other material containing basic hospitality and tourism awareness information (TA Expert)</li> </ul>	The understanding of the basic principles of hospitality and tourism is critical for national, regional and local decision-making authorities. This includes the 8 Regional Development Agency staff.	3-4 months	NTO/HRD +TA	County and Town Councils  8 RDA's	ESF - HRDOP	Toolkit distributed by end 2008
	<b>Formal Vocational Training</b>	<b>“ROMSKILLS” programme</b>						
	Start and facilitate specialised formal vocational hospitality	<ul style="list-style-type: none"> <li>Develop a network of Hospitality Training Institutes,</li> </ul>	Start modern formal hospitality	3 years	Private initiatives	Ministry of Education, Research	ESF – HRDOP and private	First institute open by

<b>PRIORITY – SHORT TERM</b>								
No	Discipline / Objective	Action	Rationale	Duration	Lead	Partners	Funding	Success Criteria
	training	in partnership with European hotelschools, who will assist in curriculum development, teacher training, cooperation and exchange. A number of existing non-operational (spa) hotels can be transformed into regional hotelschools, by developing practical training facilities.	<p>training in Romania</p> <p>Train according to the quantitative and qualitative needs of the hospitality industry.</p> <p>Train for jobs and according to occupational standards.</p> <p>Train according to European hospitality training standards</p>		Ministry of Education, Research and Youth	and Youth MIMMCTPL European Hotel schools	sector	end 2008. 8 by 2013.
	Review, restructure and improve formal vocational tourism education and training	<ul style="list-style-type: none"> <li>▪ Review and update the course structure, curriculum, syllabus of travel and tourism related courses at existing specialised training institutes (TA Expert)</li> <li>▪ Develop up-to-date occupational standards (TA Expert)</li> <li>▪ Develop up-to-date European tourism training standards</li> </ul>	<p>Improve formal vocational training for the travel and tourism sector</p> <p>Train according to the quantitative and qualitative needs of the travel and tourism industry</p> <p>Train for jobs and according to occupational standards.</p> <p>Train according to European hospitality training</p>	6 months	NTO/HRD +TA	Ministry of Education, Research and Youth	ESF – HRDOP	Changes introduced by end 2008



<b>PRIORITY – SHORT TERM</b>								
No	Discipline / Objective	Action	Rationale	Duration	Lead	Partners	Funding	Success Criteria
		(TA Expert)	standards					
	Improve inter-ministerial coordination and communication on formal vocational training needs and access of funds	<ul style="list-style-type: none"> <li>Establish an inter-ministerial committee on vocational hospitality and tourism training</li> </ul>	Share and coordinate educational responsibilities	3 months	MIMMCTPL	Ministry of Education, Research and Youth MIMMC-TPL Ministry of Labour	n/a	First meeting by spring 2008
	<b>Upgrading Existing Skills</b>	<b>“ROMSERVICE” programme</b>						
	Create a Training Awareness within the Hospitality and Tourism industry	<ul style="list-style-type: none"> <li>Hospitality employers training awareness campaign (media, conferences, publications)</li> </ul>	To create better awareness and understanding about the needs and importance of continuous on-the-job staff training. “Training staff is an investment, not a cost”	3 months	NTO/HRD	Trade Associations Trade Magazines	ESF – HRDOP	Initial campaign complete by mid 2009
	Upgrading supervisory and management skills  Train supervisors on in-house on-the-job training techniques  Upgrading operational skills for middle management level	<ul style="list-style-type: none"> <li>Train-the-trainer mobile training team (TA Expert)</li> <li>Development multidisciplinary course programme (TA Expert + Mobile Trainers)</li> <li>Curriculum and course material development (TA Expert +</li> </ul>	Better supervised staff is happier staff and happier staff is better staff providing better quality of services  Only part of the staff needs to be pre-trained. Unskilled staff can be trained on-the-job by supervisors	3 years	NTO/HRD or MHTF +TA	Trade Associations Private sector	ESF – HRDOP	Programme launched by end 2008

<b>PRIORITY – SHORT TERM</b>								
No	Discipline / Objective	Action	Rationale	Duration	Lead	Partners	Funding	Success Criteria
		Mobile Trainers) <ul style="list-style-type: none"> <li>Programme marketing, PR and organisation (NTO/HRD or MHTF)</li> <li>Programme implementation (Mobile Trainers)</li> </ul>	and managers trained on in-house training techniques.  Supervisors need upgrading in operational skills to train and supervise staff					
	Upgrading operational skills on a variety of disciplines and subjects	<ul style="list-style-type: none"> <li>Development multidisciplinary course programme (TA Expert + Mobile Trainers)</li> <li>Curriculum and course material development (TA Expert + Mobile Trainers)</li> <li>Programme marketing, PR and organisation (NTO/HRD or MHTF)</li> <li>Programme implementation (Mobile Trainers)</li> </ul>	To improve operational skills in order to provide better quality service in the hospitality and tourism industry. To strengthen the competitive position towards successful and sustainable tourism development.	3 years ongoing	NTO/HRD or MHTF	Trade Associations Private sector	ESF – HRDOP	Programme launched by end 2008
	Upgrading of the existing Tourist Guiding skills and improve the licensing system and requirements for Tourist Guides	<ul style="list-style-type: none"> <li>Develop and implement upgrading course on Tourist Guiding skills (TA Expert)</li> <li>Review the qualification criteria and improve the</li> </ul>	To improve and upgrade the tourist guiding skills of licensed tourist guides	4 months	NTO/HRD +TA	ANAT and trade associations	ESF – HRDOP	5 courses run by end 2008

<b>PRIORITY – SHORT TERM</b>								
No	Discipline / Objective	Action	Rationale	Duration	Lead	Partners	Funding	Success Criteria
		existing registration and licensing requirements for Tourist Guides (TA Expert) <ul style="list-style-type: none"> <li>Improve the existing tourist guide training by integrating the specific tour guiding skills in the curricula, according to European standards (TA Expert)</li> </ul>						
	Train new Tourist Information Officers in Tourist Information and Visitor Centre operations	<ul style="list-style-type: none"> <li>New local trainers to train newly recruited TIC staff.</li> </ul>	Providing Information to Tourists is a skill. This includes collection, preparing, producing and displaying tourist information.	1 week courses	NTO/HRD +TA	County and town councils	ESF – HRDOP	First courses run by end 2008
	<b>PRODUCT ENHANCEMENT</b>							
	<b>Caves</b>							
	To provide additional and unusual tourist attractions in areas on touristic circuits	<ul style="list-style-type: none"> <li>Administrators of caves suited to general public visits to develop visitor access, thematic lighting, interpretation and</li> </ul>	To provide additional visit opportunities on tourist circuits and in national parks in order to extend visitor length of	5 years	Cave administrators	Emil Racovita Speleological Institute, Romanian Federation of Speleology	EU-SF ROP 5.2	Four development plans submitted for funding by end 2008

<b>PRIORITY – SHORT TERM</b>								
No	Discipline / Objective	Action	Rationale	Duration	Lead	Partners	Funding	Success Criteria
		visitor reception facilities	stay and add variety to the visitor experiences on offer					
	<b>Coastal Tourism</b>							
	To avoid piecemeal developments and restore the cohesion of product offer in individual coastal resorts	<ul style="list-style-type: none"> <li>Individual local authorities to develop integrated tourism development plans geared to current and future market needs and to the extension of the season</li> </ul>	Resorts need to establish a clear direction for all their component businesses in order to overcome the current low standards resulting from a fragmented approach	1 year	Local authorities	County Council	Own resources	All local authorities have plans by end 2008
	<b>Coastal Tourism</b>							
	To overcome the conflicting interests of operators resulting in an impaired product offer	<ul style="list-style-type: none"> <li>Establish resort management companies to coordinate service provision and quality, provide direction for the resort and improve marketing</li> </ul>	Fragmentation of ownership and conflicting stakeholder interests are currently having a detrimental effect. Collaboration to mutual benefit is necessary for success.	1 year	Local authorities	Resort stakeholders	n/a	Minimum of 3 resort management companies by end 2009
	<b>Cycling</b>							
	To establish the Danube Cycling Route as Romania's first long distance cycling trail	Prepare funding application to: <ul style="list-style-type: none"> <li>Complete mapping, and route description for the Danube</li> </ul>	By establishing Romania's first major cycling route it is intended to identify the country as a cycling	1 year	National Cyclo Tourism Association and NTO	GTZ	EU-SF ROP 5.2	Funding proposal submitted by mid 2008. Implemented

<b>PRIORITY – SHORT TERM</b>								
No	Discipline / Objective	Action	Rationale	Duration	Lead	Partners	Funding	Success Criteria
		<ul style="list-style-type: none"> <li>trail including publicity material</li> <li>Complete sign-posting of the route</li> <li>Research promotional channels to cycling enthusiasts</li> <li>Undertake a promotional campaign for the Danube Cycling Route</li> </ul>	destination and encourage further trail development					d by end 2009
	<b>Danube Cruises</b>							
	To provide a user-friendly system for advice of ships' manifests	<ul style="list-style-type: none"> <li>Establish a clearing house for the dissemination of ship and passenger schedules to ports, operators etc.</li> </ul>	Reduction of bureaucracy for cruise operator clients and ability to collect data on visitor traffic	On-going	NTO	Ports authorities, tour and cruise operators	NTO	In place for 2008 season
	<b>Danube Cruises</b>							
	To promote repeat visits by Danube Cruise passengers	<ul style="list-style-type: none"> <li>Despatch follow-up promotional materials to passengers.</li> </ul>	Cruise passengers are prime candidates for longer repeat visits	On-going	NTO	Cruise operators	EU-SF ROP 5.3	In place for 2008 season
	<b>Danube Cruises</b>							
	To provide quality ship and visitor reception facilities at all docking points for Danube cruise vessels	<ul style="list-style-type: none"> <li>Ports and local authorities to prepare and implement port reception and</li> </ul>	Ensure smooth handling of visitors and offer a quality welcome to Romania	2 years	Danube River Ports Administration and Danube Sea Ports	Local authorities	EU-SF ROP 5.2	Funding applications by mid 2008 Implement

<b>PRIORITY – SHORT TERM</b>								
No	Discipline / Objective	Action	Rationale	Duration	Lead	Partners	Funding	Success Criteria
		access facility plans			Administration (APDF and ADPM) and Ministry of Transport			for 2009 season
	<b>Hiking</b>							
	To publicise the considerable opportunities for hiking in Romania and make all requisite information available.	<ul style="list-style-type: none"> <li>▪ Engage cartographic technical assistance</li> <li>▪ Implement mapping and data collection for existing trails and make certification of new trails contingent on provision of such data.</li> <li>▪ Research hiking market.</li> <li>▪ Develop and implement hiking marketing plan.</li> <li>▪ Revise certification criteria for trails to include all information, GPS data etc. required for main database.</li> </ul>	By presenting full cartographic and other data on hiking opportunities in advance the full range of opportunities can be promoted to hikers internationally	5 years	NTO and Administrators of nature reserves and national parks	SALVAMONT and local authorities	EU-SF ROP 5.3 and own resources	Existing trails mapped and research complete by end 2008. Marketing campaign for summer 2009.
	<b>MICE</b>							
	Sumit feasibility studies for international conference centres in Bucharest and Constanta	<ul style="list-style-type: none"> <li>▪ Appoint specialist consultants to research the international</li> </ul>	Bucharest is the only EU capital without a purpose built conference	3 months	Primarii of Bucharest and Constanta	NTO and Romanian Convention Bureau	EU-SP ROP 5.2	Funding request submitted by end

<b>PRIORITY – SHORT TERM</b>								
No	Discipline / Objective	Action	Rationale	Duration	Lead	Partners	Funding	Success Criteria
	to potential investors	<p>meetings market and identify the optimum size and configuration of conference centres for Bucharest and Constanta</p> <ul style="list-style-type: none"> <li>▪ Submit feasibility studies, outline design specifications and costs of appropriate centres to potential funders.</li> </ul>	<p>centre capable of handling major international meetings and conventions. Its construction would bring significant additional business to Bucharest and first time visitors to the country. Constanta needs additional attractions to generate off season business for coastal hotels. The local and regional meetings market represents an opportunity for this.</p>					2008
	To attract an increasing share of the itinerant international meetings market to Romania	<ul style="list-style-type: none"> <li>▪ Agree collaboration between NTA and RCB to upgrade the capacity of the Convention Bureau</li> <li>▪ Secure technical assistance to set up systems and train Bureau staff in sales research and sales</li> <li>▪ Produce targeted</li> </ul>	<p>Romania is neglected as a location for international meetings as it has a low profile in the sector. Research and targeted marketing by a neutral agency can make significant inroads into the market</p>	3 years and on-going	NTO	Romanian Convention Bureau	EU-SF ROP 5.3 and own resources	<p>Train joint staff spring 2008.</p> <p>Materials produced by end 2008</p>

<b>PRIORITY – SHORT TERM</b>								
No	Discipline / Objective	Action	Rationale	Duration	Lead	Partners	Funding	Success Criteria
		sales materials and website						
	<b>Museums and Heritage Attractions</b>							
	To develop museum and heritage attractions to provide best practice visitor interpretation and welcome facilities	<ul style="list-style-type: none"> <li>Provide customer care training to staff</li> </ul>	Museum staff should act as hosts rather than guardians in order to improve visitor satisfaction.	1 day courses	Museum, gallery and heritage attraction directors	Ministry of Culture and Cults, County Councils, NTO	ESF - HRDOP	Initial training complete by mid 2008
	<b>Salt Mines</b>							
	To enhance the visitor appeal and facilities at salt mines in order to increase the range of attractions and local business	<ul style="list-style-type: none"> <li>Implement Praid mine development project including visitor reception facilities, mine visit experience and marketing</li> <li>Develop feasibility studies and business plans for other accessible mines and secure donor and/or commercial investors</li> </ul>	Salt mines are both beneficial treatment centre and attractive 'alternative' visitor attractions with the potential to increase visitor stays	5 years	Salrom	County Councils and local authorities	EU-SF ROP 5.2	At least one mine refurbished by end 2009. Two more by end 2013.
	<b>Spa Resorts</b>							
	Assist spa resorts and owners identify product development requirements and advise market potential	Publish and present market research to the spa industry and resorts	By quantifying market demand and product needs spa owners and resorts can make reasoned development and	1 month	NTO	Spa Owners Association and local authorities	NTO	Spring 2008



<b>PRIORITY – SHORT TERM</b>								
No	Discipline / Objective	Action	Rationale	Duration	Lead	Partners	Funding	Success Criteria
			marketing plans					
	Eradicate confusion over responsibility for public spa facility maintenance and distribution	Clarify spa water concessionaire obligations and standardise distribution procedures and public access	Ensure the focal point of spa resorts – the natural springs – are maintained in a proper manner – both aesthetically and financially	3 months	Ministry of Environment Sustainable Development / National Agency for Mineral Resources	NTO and Spa Owners Association and local authorities	n/a	Spring 2008
	<b>INFORMATION SERVICES</b>							
	<b>Signage</b>							
	Introduce a uniform national brown tourism road sign scheme	<ul style="list-style-type: none"> <li>Establish national criteria for brown tourism road signs (TA assistance) and issue guidelines to local authorities</li> </ul>	Tourism signage both facilitates tourist orientation and encourages additional visits. Avoidance of localise styles is desirable.	1 year	Ministry of Transport – Romanian National Company of Motorways and National Roads	NTO	EU-SF ROP 5.2	Guidelines complete by end 2008
	<b>STATISTICS AND RESEARCH</b>							
	<b>Market Research</b>							
	Put in place a rolling programme of market research to include both one-off and regular activities	<ul style="list-style-type: none"> <li>Conduct continual, seasonal, or annual visitor arrival/departure/ expenditure and satisfaction surveys</li> </ul>	To monitor visitor arrivals/expenditure / motivation/ attitude and satisfaction from their visit experience within Romania	On-going	NTO/RNIS	Border Police NIRDT	Own resources	First studies in 2008
		<ul style="list-style-type: none"> <li>Conduct</li> </ul>	To monitor the	On-going	NTO	NIRDT	Own	First

<b>PRIORITY – SHORT TERM</b>								
No	Discipline / Objective	Action	Rationale	Duration	Lead	Partners	Funding	Success Criteria
		evaluation of trade fair/exhibition attendance	costs and benefits of participation in these activities				resources	studies in 2008
		<ul style="list-style-type: none"> <li>Commence a programme of planned market research targeting identified national markets and market segments</li> </ul>	To become aware of market trends and opportunities that will inform future marketing and development strategy	On-going	NTO	NIRDT	Own resource	First studies in 2008
	Assessment of the potential in key target market segments and identification of marketing strategy, positioning and programme of activities to realise this potential.	<ul style="list-style-type: none"> <li>Study of key primary and opportunity international markets. Particular attention to be paid to the youth tourism market segment.</li> </ul>	To provide detailed specification of the market opportunities for Romania's tourism and how best to exploit these to maximum benefit for the country	3 years – on basis of 3 a year	NTO	All private sector associations	Own resources	3 studies completed per year
	<b>DESTINATION MARKETING</b>							
	To equip travel industry personnel in international source markets with sufficient product knowledge and confidence to "sell" Romania to the travelling public	<ul style="list-style-type: none"> <li>Design and operate a series of familiarisation visits to Romania's tourist attractions and facilities for groups of personnel from tour operators</li> </ul>	There is a need to increase awareness of Romania's tourism product offering among the travel industry personnel of international source markets	Immediate and ongoing	NTO and its offices abroad	Private sector associations and individual operators (i.e. transport companies, travel organisers, hotels/ and resorts)	NTO budget and in-kind by private sector	Inclusion of Romania in 10 additional operators' programmes by 2009

<b>PRIORITY – SHORT TERM</b>								
No	Discipline / Objective	Action	Rationale	Duration	Lead	Partners	Funding	Success Criteria
		and travel agents from primary international markets						
	To generate positive media coverage of Romania's tourist attractions and facilities through editorial features in general interest and special travel and tourism publications, television etc.	<ul style="list-style-type: none"> <li>Stimulate, support and facilitate media visits to Romania</li> </ul>	As part of the image building activities for the country, there needs to be a series of articles and features that come in front of, and influence, the travelling public	Immediate and ongoing	NTO and its offices abroad	Private sector associations and individual operators (i.e. transport companies, travel organisers, hotels and resorts)	NTO budget and in-kind by private sector	Tripling of editorial coverage 2008 over 2007
	<b>ENVIRONMENT</b>							
	To remove unsightly and unhealthy waste	<ul style="list-style-type: none"> <li>Introduce a national 'Keep Romania Clean' campaign</li> </ul>	To improve the image of Romania	1 year	Ministry of Environment and Sustainable Development	County and local authorities	Own resources	Campaign launched by end 2008.
	<b>INVESTMENT POLICY</b>							
	<b>Skills Development</b>							
	Skills development for new NTO investment advisory staff	Course or short courses for 8 new investment advisory staff	To introduce tourism market and development appreciation and skills development for investment advice	8 x 5 days	NTO	UNDP	ESF - HRDOP	All staff trained by mid 2008

<b>PRIORITY - MEDIUM TERM</b>								
No	Discipline / Objective	Action	Rationale	Duration	Lead	Partners	Funding	Success Criteria
	<b>HUMAN RESOURCE DEVELOPMENT</b>							
	<b>Tourism Awareness</b>	<b>“ROMWELCOME” programme</b>						
	Integrate tourism awareness in primary and secondary school curriculum	<ul style="list-style-type: none"> <li>▪ Organise a series of pilot seminars for primary school teachers on integrating hospitality and tourism awareness in school curricula (TA Expert + Mobile Trainers)</li> <li>▪ Develop and distribute teachers manuals for primary and secondary schools (TA Expert + Mobile Trainers)</li> <li>▪ Develop and distribute hospitality and tourism industry career opportunities brochures for pupils (TA Expert)</li> <li>▪ Launch “Follow the right steps towards a career in hospitality and tourism” programme (TA Expert)</li> </ul>	<p>Public hospitality and tourism awareness should start as early as possible, at primary school.</p> <p>To provide information about job and career opportunities at all secondary schools.</p>	3 months	NTO + HRD TA	Ministry of Education, Research and Youth	ESF - HRDOP	School curricula adapted

<b>PRIORITY - MEDIUM TERM</b>								
<b>No</b>	<b>Discipline / Objective</b>	<b>Action</b>	<b>Rationale</b>	<b>Duration</b>	<b>Lead</b>	<b>Partners</b>	<b>Funding</b>	<b>Success Criteria</b>
	Develop public tourism awareness	<ul style="list-style-type: none"> <li>Develop and implement a number of public tourism awareness campaigns (TA Expert)</li> </ul>	It is important for the public to understand hospitality and tourism and appreciate the importance and benefits for the country and its economy.	2 years	NTO/HRD or MHTF +TA	Government County and City Councils	ESF - HRDOP	First public campaign run by end 2008
	<b>HRD Organisation and Coordination</b>							
	Introduce a Hospitality Training Levy	<ul style="list-style-type: none"> <li>Introduce a Hospitality Training Levy by 2010</li> </ul>	European Structural Funds are useful to catch up, but are not sustainable. A Hospitality Training Levy Fund ensures sustainable funding of training efforts.	-	MIMMC-TPL, NTO or independent Trust Fund	Private sector associations	Own resources	Legislation by mid 2009
	<b>Spa resorts</b>							
	Provide professional service levels in spa resorts	Develop vocational training courses for spa treatment staff featuring nursing, guest relations, beauty treatments and wellness techniques	Upgrade current staff skills and develop new staff to welcome guests rather than "patients"	5 years	Spa owners and operators	NTO HRD Dept	ESF - HRDOP	First courses by end 2008

<b>PRIORITY - MEDIUM TERM</b>								
No	Discipline / Objective	Action	Rationale	Duration	Lead	Partners	Funding	Success Criteria
	<b>PRODUCT ENHANCEMENT</b>							
	<b>Museums and Heritage Attractions</b>							
	To develop museum and heritage attractions to provide best practice visitor interpretation and welcome facilities	<ul style="list-style-type: none"> <li>▪ Introduce innovative presentation techniques</li> <li>▪ Provide catering facilities where applicable</li> <li>▪ Expand retail operations</li> </ul>	Heritage attraction and museum visitors are seeking a fuller experience than a purely visit. A warmer welcome, better interpretation and facilities increases visitor appeal and generates more visitors and income.	3 years	Museum, gallery and heritage attraction directors	Ministry of Culture and Religious Affairs, County Councils, NTO	EU-SF ROP 5.2 and own resources	5 museums renovated by end 2009. 10 more by end 2013.
	<b>Spa Resorts</b>							
	Targeted marketing of spa resorts in foreign markets	Development of international marketing campaign to spa users and intermediaries for "export ready" spa resorts – including collateral materials, media visits, romaniatourism website feature, etc.	Based on researched product needs and market segments launch the Romanian spa resort product range in appropriate markets	3 years	NTO	Spa Owners Association	EU-SF ROP 5.3	First campaign by end 2008
	Upgrade accommodation, treatment facilities and resorts to meet market	Upgrade hotels, modernise treatment facilities, introduce new wellness and beauty	Match product offer to identified market needs	5 years	Spa owners and operators	Spa resort Primars	Own resources	20 major projects by 2013

<b>PRIORITY - MEDIUM TERM</b>								
<b>No</b>	<b>Discipline / Objective</b>	<b>Action</b>	<b>Rationale</b>	<b>Duration</b>	<b>Lead</b>	<b>Partners</b>	<b>Funding</b>	<b>Success Criteria</b>
	needs	facilities						
	Upgrade resort facilities and attractions	Upgrade resort infrastructure in public area, provide entertainment and activities for visitors and inform visitors of attractions of region around the resort	Broaden the appeal of the destination beyond specific spa treatments so as to attract a wider range of visitors	5 years	Primars of Spa resorts	Spa owners and operators	EU-SF ROP 5.2	10 funding requests by 2010
	<b>Winter Sports</b>							
	Improve utilisation of winter sports facilities in traditional low season	<ul style="list-style-type: none"> <li>Stagger February school holidays over two or more weeks</li> </ul>	Create an opportunity for Winter sports resorts to attract new clients and improve facility utilisation	1 year	Ministry of Education	NTO	n/a	Staggered holidays by 2009
	<b>INFORMATION SERVICES</b>							
	<b>Signage</b>							
	Devolve implementation of signage system to county and local levels	<ul style="list-style-type: none"> <li>Develop plans and requirements for brown tourism signs for all roads together with costs</li> </ul>	Local authorities are best placed to identify local needs and develop plans based on local knowledge	3 years	County Councils	Ministry of Transport – Romanian National Company for Motorways and National Roads	n/a	10 counties by end 2009 All by 2010
	Secure majority grant funding for initial installation of signage to "public" locations	<ul style="list-style-type: none"> <li>Secure funding towards costs of implementation of signage proposals</li> </ul>	The initial requirement for signs is large and beyond annual budgets	6 years	County Councils	RDAs & Ministry of Transport	EU-SF ROP 5.2	30 requests made by end 2010
	Secure private sector funding for signage to	<ul style="list-style-type: none"> <li>Disseminate criteria and</li> </ul>	Reduction in "fly" posting of signs to	10 years	County Councils	Private sector operators	Private sector	System operating by

<b>PRIORITY - MEDIUM TERM</b>								
No	Discipline / Objective	Action	Rationale	Duration	Lead	Partners	Funding	Success Criteria
	commercial tourism products and services	application materials to private sector tourism operators	private tourism businesses and reduction in signage costs to public					2012
	<b>STATISTICS AND RESEARCH</b>							
	<b>Market research</b>							
	Put in place a rolling programme of market research to include both one-off and regular activities	<ul style="list-style-type: none"> <li>▪ Undertake ad-hoc research activities as particular needs or opportunities arise</li> </ul>	To enable NTO to respond to unforeseen changes or opportunities in the marketing environment	On-going	NTO	NIRDT	Own Resources	First studies in 2008
	<b>ENVIRONMENT</b>							
	Establish a 'Romania Inflorita' competition	<ul style="list-style-type: none"> <li>▪ Commission a methodology for the establishment of a competition to encourage tidy, colourful and flower-full towns and villages</li> <li>▪ Launch the 'Romania Inflorita' competition</li> <li>▪ Secure sponsorship for its continued operation</li> </ul>	Such competitions are proven to decrease litter, increase civic pride and provide an attractive image to the destination	3 years	NTA	Ministry of Environment and Sustainable Development, County and local authorities	Donors initially. Corporate sponsors thereafter	Study complete by mid 2008. Competition launched for 2009.



<b>PRIORITY - MEDIUM TERM</b>								
No	Discipline / Objective	Action	Rationale	Duration	Lead	Partners	Funding	Success Criteria
	<b>INVESTMENT POLICY</b>							
	<b>Investment Forum</b>							
	Attract domestic and international investment into the Romanian tourism sector	Organise the first National Tourism Investment Fair/Forum in Romania	To bring potential investors to meet with the promoters of project opportunities to assist the development of Romanian tourism	2 days	NTO	UNDP RDA's Chambers of Commerce	Own Resources  EU-SF ROP 5.3	Forum staged 2009