



REPUBLIC OF MACEDONIA
AGENCY FOR PROMOTION AND SUPPORT OF TOURISM

RULEBOOK
on the internal organization of the
Agency for Promotion and Support of Tourism in the Republic of Macedonia

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Skopje

Pursuant to Article 17 of the Law on Employees in the Public Sector (“Official Gazette of the Republic of Macedonia” no. 27/14 and 199/14), based on Article 14 of the Law on Establishment of the Agency for Promotion and Support of Tourism (“Official Gazette of the Republic of Macedonia” no. 103/08, 59/12, 156/10, 187/13, and 41/2014), the Director of the Agency for Promotion and Support of Tourism issued the following

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Agency for Promotion and Support of Tourism in the Republic of Macedonia

BASIC PROVISIONS

Article 1

(1) This Rulebook hereby regulates the internal organization of the Agency for Promotion and Support of Tourism in the Republic of Macedonia (hereinafter: the Agency), the types of organizational units and their area of operation, management, and manner of work.

Article 2

- (1) The following principles shall be applied in the internal organization of the Agency:
- Legality, expertise, efficiency, and thriftiness in the performance of the daily tasks,
 - Responsibility and orientation towards the users of the organ’s services,
 - Independence and responsibility in the performance of work tasks,
 - Uniformity and hierarchical set up of the organizational units, and
 - Intersectoral coordination.

Article 3

(1) The Agency for Promotion and Support of Tourism is an independent organ of the state administration of the Republic of Macedonia, with a status of a legal entity.

Article 4

(1) The Agency shall carry out its duties defined under the law based on the principles of legality, responsibility, efficiency, thriftiness, transparency, and equality.

(2) For the purpose of acting within its competencies, the Agency shall implement the policy of applying the Law on Establishment of the Agency for Promotion and Support of Tourism (“Official Gazette of the Republic of Macedonia” no. 103/08, 59/12, 156/10, 187/13, and 41/2014), the Law on Tourist Development Zones (“Official Gazette of the Republic of Macedonia” no. 141/12) and the Law on Auto Camps (“Official Gazette of the Republic of Macedonia” no. 13/13), and shall: carry out the positions and guidance of the Government on the operation of the organs of the state administration in the field of tourism; promote the tourism in

the Republic of Macedonia abroad and at home; put forward initiatives for resolving issues in the field of tourism in the Republic of Macedonia; develop proposal acts in the area of tourism enacted by the Government of the Republic of Macedonia; perform other duties as stipulated in the Constitution and the law.

Article 5

(1) The organizational units and their area of operation in the Agency have been defined under the Law on Establishment of the Agency for Promotion and Support of Tourism, and the work and tasks have been grouped in terms of their type, scope, complexity, and mutual similarity and connectivity.

(2) This Rulebook allows for adjustment of the organizational units to the competency of the Agency as defined under the law and equality in the hierarchical set up of the organizational units.

Article 6

The organogram constitutes an integral part of this Rulebook.

TYPES OF ORGANIZATIONAL UNITS

Article 7

(1) To ensure the efficient performance of work and tasks within the area of operation of the Agency in accordance with the type, scope, and degree of their complexity, as well as their mutual connectivity and similarity in the Agency, the following organizational units have been set up:

1. Sector for promotion of tourism, analyses, research, and international cooperation
 - 1.1. Unit for promotion, marketing, and international cooperation in tourism
 - 1.2. Unit for analysis, research, and strategic planning
2. Sector for projects, support of tourism, and administrative and legal issues
 - 2.1. Unit for projects and support of tourism - Skopje
 - 2.2. Unit for projects and support of tourism - Struga
 - 2.3. Unit for administrative and legal issues
3. Financial issues unit
4. Human resources management unit
5. Internal audit unit

AREA OF OPERATION OF THE ORGANIZATIONAL UNITS

Article 8

1. Sector for Promotion of Tourism, Analyses, Research, and International Cooperation

In the Sector for promotion of tourism, analyses, research, and international cooperation, the following tasks shall be performed that are related to:

- Improvement and promotion of tourism;
- Active promotion of the overall tourist potential of the Republic of Macedonia;
- Development of a program for promotion of tourism;
- Development of reports on the implementation of the operational program of the sector;
- Provision of promotional material and e-promotion;
- Assistance in the attraction of investments in tourism;
- Relations with the public and promotion of activities of the Agency;
- Development of promotional strategies aimed at promoting tourism in the Republic of Macedonia abroad;
- Development of plans and strategies for organizing events;
- Conducting analyses and research for strategic target markets;
- Conducting the required analyses and research for the needs of the Agency;
- Initiation and realization of international cooperation;
- Initiation of the realization of the inter-municipal and regional cooperation aimed at joint promotion of tourism;
- Encouragement and coordination of tourist organizations, chambers, associations, and other institutions in the area of tourism and hospitality, and
- Performance of other activities in accordance with the law and the Agency Statute.

1.1. Unit for Promotion, Marketing, and International Cooperation in Tourism

The Unit for promotion, marketing, and international cooperation in tourism shall perform tasks related to:

- Development of tourism promotion program;
- Improvement and promotion of tourism;
- Development of reports on the implementation of the operational program of the unit as a whole;
- Professional presentation of the overall tourist potentials and the tourist offer as a whole;
- Provision of promotional and advertising material for promotion of the overall tourist offer of the Republic of Macedonia;

- Promotion of a responsible and sustainable tourist development of the Republic of Macedonia;
- Assistance in the attraction of foreign investments in tourism in the Republic of Macedonia;
- Development of strategies for international presentation;
- Participation in international tourism events;
- Implementation of a media campaign;
- Organization of presentations and meetings with foreign tour operators and days of the Macedonian tourism abroad and organization of informative roadshows in the Republic of Macedonia for foreign tour operators and journalists;
- Implementation of an electronic promotion;
- Initiation and implementation of international cooperation;
- Initiation and implementation of inter-municipal and regional cooperation for joint promotion of tourism;
- Encouragement and coordination of tourist organizations, chambers, associations, and other institutions in the area of tourism and hospitality, and
- Performance of other activities in accordance with the law and the Agency Statute.

1.2. Unit for Analysis, Research, and Strategic Planning

The Unit for Analysis, Research, and Strategic Planning shall perform tasks related to:

- Development of promotional strategies aimed at promotion of tourism in the Republic of Macedonia abroad;
- Development of strategies for analysis and research of the overall conditions in tourism;
- Conducting analyses and research for strategic target markets;
- Following the statistical data on tourism in the Republic of Macedonia;
- Following the global statistical data and developments in tourism;
- Development of conclusions as to the global trends in tourism;
- Development of plans for research of the tourist potentials of the Republic of Macedonia;
- Development of annual and semi-annual research for the needs of the Agency;
- Conducting analyses and research of the conditions in tourism in the Republic of Macedonia;
- Development of reports for the needs of the Agency while developing the Agency annual operational programs; and
- Performance of other activities in accordance with the law and the Agency Statute.

2. Sector for Projects, Support of Tourism, and Administrative and Legal Issues

The Sector for Projects, Support of Tourism, and Administrative and Legal Issues shall carry out tasks related to:

- Development of a tourism support program;
- Improvement and promotion of tourism;
- Development and support of alternative types of tourism;
- Support of the overall tourist potential in the country;
- Putting forward proposals for quality measures and activities aimed at support for underdeveloped parts of the country in terms of tourism;
- Management and support of projects aimed at development of tourism as a whole;
- Making European funds accessible to all entities engaged in the field of tourism;
- Development and implementation of projects in the area of tourism;
- Application of the Law on Tourism Development Zones;
- Application of the law on Auto Camps;
- Administrative and legal affairs;
- Development of acts for the needs of the Agency;
- Development of the legal contents of the normative acts of the Agency;
- Archiving, completion, and tidying up acts and files;
- Acting upon petitions and proposals;
- Development of acts related to disputable claims and receivables;
- Monitoring and maintenance of records of cases initiated with the competent courts;
- Representation and presentation in front of the courts and other institutions in the Republic of Macedonia based on authorization granted by the Agency Director; and
- Performance of other activities in accordance with the law and the Agency Statute.

2.1. Unit for Projects and Support of Tourism - Skopje

The Unit for Projects and Support of Tourism – Skopje shall carry out tasks related to:

- Development of a tourism support program;
- Support for projects of development of various types of tourism;
- Management of projects for development of tourism in the Republic of Macedonia;
- Management of auto camps on the territory of the Republic of Macedonia;
- Targeting potential tourism development zones;
- Support and management of projects in the tourism development zones;
- Management and support of projects aimed at provision of training and education of the population on the significance of development of tourism in the Republic of Macedonia;

- Following tourism development and support programs in the neighboring countries and in the world generally;
- Proposing operational plans with specific projects as part of the Annual Program of the Agency; and
- Performance of other activities in accordance with the law and the Agency Statute.

2.2. Unit for Projects and Support of Tourism - Struga

The Unit for Projects and Support of Tourism – Struga shall have its registered offices in Struga and shall carry out tasks related to:

- Targeting tourism development zones, strengthening the existing tourist capacities and building new ones;
- Cooperation with municipalities and the local government aimed at development of tourism as a whole;
- Development of alternative types of tourism for the region;
- Implementation of procedures in compliance with the Rulebook on the Manner, Type, and Amount of Subsidies;
- Cooperation with the tourist industry in the Republic of Macedonia related to granting subsidies;
- Cross-border cooperation with the neighboring countries aimed at strengthening the tourist capacities;
- Making available funds more accessible for all individuals with a desire to develop their own businesses in the area of tourism;
- Management and support of projects providing training and education of the tourism industry, with the aim of informing the latter about the procedures for obtaining subsidies; and
- Performance of other activities in accordance with the law and the Agency Statute.

2.3. Unit for Administrative and Legal Affairs

The Unit for Administrative and Legal Affairs shall carry out tasks related to:

- Carrying out administrative and legal jobs;
- Development of acts related to disputable claims and receivables;
- Monitoring and maintenance of records of cases initiated with the competent courts;
- Composing a list of and a plan for documented and archive material;
- Selection, archiving, and safe keeping of documented material;
- Making an inventory and separation of documented material to be destroyed;
- Development and legal contents of Lease Agreements, Activity Performance Agreements, and other agreements within the area of operation of the Agency;

- Development and legal contents of the normative acts of the Agency;
- Legal matters in the area of employment relations;
- Acting upon petitions and proposals;
- Maintenance of the archives of the Agency;
- Ensuring the proper condition and usability of the premises of the Agency, as well as of all devices, installations, and equipment.

Article 10

3. Financial Issues Unit

The Financial Issues Unit shall carry out tasks related to:

- Maintenance of accounting records of the execution of the budget/financial plan and preparation of an annual statement (balance sheet, P/L account, consolidated balance of capital assets, balance of debts, and notes'/explanations of the financial statements);
- Maintenance of accounting records of the fixed assets of the entity, maintenance of records and collection of receivables and maintenance or records and payment of due liabilities;
- Following and application of legal acts and secondary legislation in the area of budget and material-financial operation;
- Treasury operations;
- Ex-ante and ex-post financial controls;
- Development or reports and information on the execution of the budget;
- Calculation and payment of employees' wages;
- Development of an annual financial statement;
- Application of laws, by-laws, and other regulations in the area of public procurement;
- Annual Public Procurement Plan;
- Development of reports for the Public Procurement Bureau;
- Coordination of the process of development, establishment, implementation, and maintenance of the financial management and control;
- Development of a financial plan for execution of the budget (monthly, quarterly, annual) of the entity, the bodies within the entity, and the individual users of the services of the entity;
- Development of an Annual Financial Statement, except for the reports on the audits conducted and the activities of the internal audit, prepared by the internal audit unit and constituting a part of this report, in accordance with Article 47 of the Law on Public Internal Financial Control ("Official Gazette of the Republic of Macedonia" no. 90/09).

Article 11

4. Human Resource Management Unit

The Human Resources Management Unit shall carry out tasks related to:

- Development of a proposal plan for mid-term needs of human resources;
- Development of a proposal plan for recruitment of employees and a proposal plan for equitable representation by developing modern methods for attraction of high-quality candidate appropriate for the vacant positions;
- Putting forward proposals for internal procedures for improvement of the work performances, proposal program for professional development of the employees, overcoming weaknesses without resorting to disciplinary measures;
- Development and implementation of schemes for motivating the employees in coordination with the Director of the Agency;
- Implementation of procedures for new employments, interviews, checks of references and CV's, etc.;
- Development of the documentation required for registration and de-registration of employees;
- Maintenance of a ledger of employees and a personal records book;
- Development of proposal rulebooks on systematization of positions, rulebooks on internal organization, proposal rulebooks on internal order and discipline, proposal ethical standards code;
- Maintenance of records of preparation of monthly analyses, reports, and information on the number of staff required based on various parameters: ethnic, gender, and qualification structure of the employees;
- Implementation of procedures for imposing disciplinary measures;
- Implementation of procedures for identification of material liability;
- Implementation of procedures for assessment;
- Calculation and preparations for use of annual holidays of employees, sick leave, etc.;
- Development of acts on new employments, internal deployment and salaries, as well as on other rights and obligations of the employees.

Article 12

5. Internal Audit Unit

The Internal Audit Unit shall carry out tasks related to:

- Assessment of the level of harmonization of the entity's operation in accordance with the laws, by-laws, internal acts, and agreements;
- Thorough assessment of the functioning of the internal control system;

- Assessment of the significant risk factors and provision of advice to the entity manager on reducing the risk factors;
- Checks of the accuracy, completeness, and legality of the accounting records and the financial statements of the entity;
- Assessment of the thriftiness, efficiency, and effectiveness of the operation and use of funds in the defined area of activities or programs of the entity;
- Thorough assessment of the operation of the informative technological systems;
- Assessment of the appropriateness, thriftiness, effectiveness, and efficiency of the system for financial management and control to identify, appraise, and manage risks;
- Provision of recommendations for improvement of the operation and work procedure of the entity, development and adoption of strategic and annual plans for internal audit based on an objective risk assessment, conducting individual internal audits in line with the audit plans adopted and monitoring the implementation of the latter;
- Development of reports on the audits conducted;
- Monitoring the implementation of measures undertaken by the manager of the public sector entity based on the recommendations provided in the audit reports;
- Development of work instructions and an internal audit charter;
- Provision of information for the entity manager on the existence of conflicts of interest while carrying out the task of audit;
- Notifying the entity manager and the person responsible for irregularities on any irregularities or suspicion of fraud or corruption, which may result in criminal, misdemeanor or disciplinary procedures;
- Development of an annual report on the audits completed and the activities of the internal audit;
- Development of a training plan for internal auditors and monitoring its implementation; and
- Other tasks in the area of internal audit.

RUNNING AND MANAGEMENT

Article13

- (1) The operation of the Agency shall be run by the Director, who shall be appointed and dismissed by the Government of the Republic of Macedonia.
- (2) The Director shall be the legal representative of the Agency in front of the relevant authorities and institutions in the country and abroad.
- (3) The Director shall: adopt acts for which he/she is authorized; undertake measured within the competency of the Agency in accordance with the law and other applicable regulations; manage and organize the work process and ensure the legality and efficiency in the performance of tasks and duties; decide on the rights, duties, and responsibilities of

the administrative officers and the other employees in the Agency who have no status of administrative officers, unless otherwise defined in a law.

Article 14

- (1) The Agency shall be responsible for its operation to the Government of the Republic of Macedonia.

Article 15

- (1) Within his authorizations related to running and management of the operation of the Agency, the Director shall convene a collegium of experts for the purpose of: initiating and proposing positions and principal issues and reviewing all issues within the competency of the Agency; identifying guidelines and adopting conclusions and operational plans; developing and review of proposal programs, decisions, and other issues and proposal operational acts; allocation of operational tasks to the sectors, for the purpose of ensuring that the work and tasks of the Agency are carried out in a timely and quality fashion.

Article 16

- (1) The work of the sector shall be run by a head of sector.
- (2) In case the head of sector is absent or prevented from working, he/she shall be replaced by the deputy head of sector.
- (3) The work of the unit shall be run by a head of unit.
- (4) In case the head of unit is absent or prevented from working, he/she shall be replaced by an expert civil servant with the highest title in the unit, who shall be identified by the head of the unit.

Article 17

- (1) The work of the Unit for Financial Issues shall be run by a head of unit, who shall be immediately responsible for his/her work to the Director of the Agency.

Article 18

- (1) The work of the Unit for Human Resources Management shall be run by a head of unit, who shall be immediately responsible for his/her work to the Director of the Agency.

Article 19

- (1) The work of the Unit for Internal Audit shall be run by a head of unit, who shall be immediately responsible for his/her work to the Director of the Agency.

INTERIM AND FINAL PROVISIONS

Article 20

- (1) Upon entering into force of this Rulebook, the provisions in the Rulebook on Internal Organization of the Agency for Promotion and Support of Tourism no. 03-16/3 dated 01.03.2011, 01-343/1 dated 10.09.2012, and 02-211/1 dated 16.04.2013 shall cease to be applicable.

Article 21

- (1) This Rulebook shall enter into force on the day of its adoption, and shall apply following the obtained written consent of the Ministry of Information Society and Administration.

No.01-381/1

Skopje, May 11, 2015

Director
Kristijan Dzambazovski