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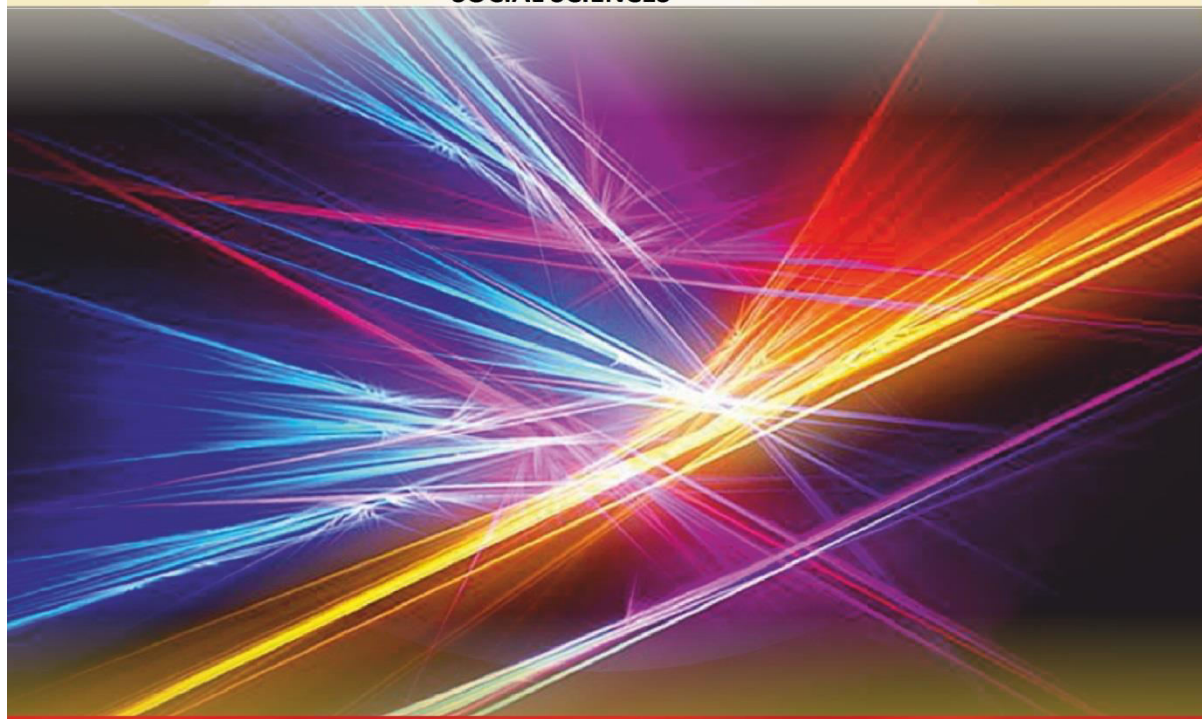
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**POSSIBILITIES FOR PROJECT FINANCING OF NON-GOVERNMENT SECTOR IN
THE REPUBLIC OF MACEDONIA**

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Abstract:The aim of this paper is to notify financial sources for project of non-government sector that are mostly used in the Republic of Macedonia and to stress the necessity of some techniques and tools in order to make right financial decisions.

It is clear that financial means are needed for realization of project activities of all enterprises, as well as for organizations of non-government sector, too. Investing time and resources in the process of developing good strategy greatly helps to strengthen the overall capacities and guarantees a sustainable and transparent role of this sector. A fundraising strategy identifies solutions that ensure the financial sustainability of non-government sector, which means long-term stability to achieve the mission. Sustainable funding is a move away from the short-term project cycle to a long-lasting, reliable and diverse revenue base.

Although NGOs are present in the field of development almost of the fifties of the last century, their smallness and limited funding in the first place have made it impossible to make any more significant impact. Namely, Sources of funding for non-governmental organizations can come from individuals and/or organizations that almost always fall into one of the following two groups: direct target users - the constituents of organizations, those for which the organization exists and whose lives are touched by the organization's mission, activities and services; and supporters - those who are interested in the mission and the activities of the organization and through which the organization provides services to the target users, in order to meet their needs. That clears the importance of capacity for financial management and fund-raising, what means: sound financial management and control, as well as accounting systems; capable of financial planning, including the elaboration of an annual operational budget; well-designed and implemented strategy for fundraising; ability to attract and retain different sources of funding.

For that purpose, theoretical and empirical questions will be treated in this paper. Data for the empirical research are gathered from different relevant sources. Conclusions will shed light on project financing of non-governmental sector and contribute to improvement of their scope and structure. Namely, from point of view of the Republic of Macedonia, the long-term financial stability of this sector should contribute to a more detailed focus on its basic role - working towards better economic and political environment in the society, promoting democracy and social cohesion, with particular emphasis on the impact of the communication strategy on decision of the state and potential donors for awarding grants in non-government sector in the Republic of Macedonia.

Keywords: Non-government sector, organizations, project financing, Republic of Macedonia.

**МОЖНОСТИ ЗА ПРОЕКТНО ФИНАНСИРАЊЕ НА НЕВЛАДИНИОТ СЕКТОР ВО
РЕПУБЛИКА МАКЕДОНИЈА**

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можностите за финансирање на локално ниво, односно недоволната промоција на можностите за финансирање од страна на општините. “Од друга страна, во однос на реализацијата, се поставува прашањето за потребата од проактивност и кај самите граѓански организации бидејќи за воспоставување одржлива соработка помеѓу општините и граѓанските организации, потребно е активна двонасочна комуникација како и квалитетна комуникациска стратегија. Граѓанските организации многу често се насочени кон странски донатори, а притоа ги занемаруваат средствата кои се нудат од општините, со што дел од општините сметаат дека постои недоволна заинтересираност од страна на граѓанските организации.

Од Буџетот на РМ најчесто практикуван начин за доделување финансиска поддршка на организациите е директно со правен акт (48%). Преку отворен повик за специфична (тематска) категорија се доделуваат само 19% од средствата до здруженија и фондации, т.е. само 0,02% од вкупните расходи на буџетот на Република Македонија. Отворен повик за специфична (тематска) категорија спроведуваат Министерството за труд и социјална политика и Агенција за млади и спорт, и тоа за третина од средствата (33%).¹⁵⁴

Во оваа смисла, пак, уделот на расходната ставка 463-Трансфери до НВО од вкупните расходи на буџетот на Република Македонија за периодот 2013-2016 се движи од 0,15% до 0,13%. Реализацијата на буџетски средства преку ставката 463 како процент од вкупниот реализиран буџет забележува тренд на намалување (почнувајќи од 0,30% во 2004 год.). Имено, трендот на раст на вкупните расходи во буџет на Република Македонија не е проследен со правопрпорционален раст на расходите на ставката 463.¹⁵⁵ Износите кои се распределуваат како и Органите на државната управа што ги распределува истите во периодот на анализа од 2013 до 2016 година забележуваа незначителни промени.

5. ЗАКЛУЧНИ СОГЛЕДУВАЊА

Од спроведеното истражување, евидентно е ниското ниво на финансирање од централно и локално ниво кон невладиниот сектор во Република Македонија. Финансиите на невладините организации во најголем број доаѓаат од странски извори, Европска Унија, Агенција за меѓународен развој на Соединетите Американски држави (УСАИД), Швајцарска агенција за развој и соработка (СДЦ), Амбасадите на Велика Британија и кралството Холандија. Иако финансирањето од страна на овие извори во 2015 година е слично на она во 2014 година, во 2015 година невладините организации имаа поголем пристап до грантови надвор од ЕУ.

Со цел да се зајакнат капацитетите за генерирање на фондови, невладините организации треба да ја заслужат довербата од страна на изворите на финансирање без оглед дали станува збор за поединци или организации. Довербата и лојалноста ќе расте и произлегува од внатре од организацијата. Jakob Nielsen, експерт за користење на веб страни, спровел истражување во 2009 година за да открие што сакаат донаторите да видат на веб страната на една организација која бара он-лајн прилози. Студијата открила дека донаторите сакаат да даваат на организации кои ги делат нивните идеали и вредности, но кога одбираат меѓу организации со слични мисии, донаторите сакаат да знаат како организацијата сака да ја постигне својата мисија. Така, повеќето донатори сакаат да ги видат мисијата, целите и активностите на организацијата, опишани на јасен, целосен и концизен начин. Исто така, донаторите сакаат да знаат како организацијата ќе ги користи донираните средства односно да видат јасна комуникациска стратегија.

Стратегија за генерирање на фондови ги идентификува решенијата кои осигуруваат финансиска одржливост на невладината организација, што значи долгорочна стабилност да ја постигне мисијата. Одржливото финансирање е движење понапред од краткорочниот проектен циклус кон долготрајна, сигурна и разновидна основа на приходи. Стратегијата за генерирање на фондови ги идентификува:¹⁵⁶

- Сите потенцијални извори на финансирање коишто се неопходни за да се постигне целта на генерирање на фондови, што е одредена сума на приходи потребни за да се покријат трошоците за конкретни програми, активности или услуги;
- Активностите коишто треба да се преземат за да се пристапи до идентификуваните извори на финансирање;
- Кој ќе биде одговорен за преземање на соодветните активности и кога;

¹⁵⁴Симона Огненовска, *Анализа на буџетското финансирање на граѓанските организации на централно ниво*, Скопје, 2017, стр.11

¹⁵⁵ОгненовскаСимона, *Анализа на буџетското финансирање на граѓанските организации на централно ниво*, Скопје, 2017, стр.22

¹⁵⁶Ибид, стр.107

- Колкав е трошокот за преземање на активностите и кои други ресурси се потребни. Повеќето донатори сакаат да ги видат мисијата, целите и активностите на организацијата, опишани на јасен, целосен и концизен начин. Исто така, донаторите сакаат да знаат како организацијата ќе ги користи донираните средства односно да видат јасна комуникациска стратегија. Комуникациската стратегија претставува основа за ефикасно и ефективно спроведување на комуникациите на невладините организации. За жал, невладините организации во Република Македонија, во недостиг на финансиски средства, не се во можност да креираат ефикасна комуникациска стратегија и стратегија на финансирање, со чија помош би ги промовирале своите цели и мисија, и би генерирале нови извори на финансирање.

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