



## ■ 第8回東アジア市民社会フォーラムの開催報告

### 1. はじめに

2017年8月24日に、韓国慶州市において「被災地におけるまちづくりとコミュニティ再生」をテーマとして、第8回東アジア市民社会フォーラムが開催され、日本からの公益法人およびNPO関係者18名を含む日中韓3カ国の参加者約150名が集った。

### 2. 開催の趣旨

開会式では日本側主催団体を代表し、公益法人協会から太田会長が挨拶を行い、東アジア市民社会フォーラムについて、①市民社会における日中韓の相互理解と融和を通して、東アジア地域の平和と繁栄の実現を目指す、②東アジア地域の市民社会セクターが抱える様々な問題や課題を共有し、解決への道筋を探る、③安定した市民社会の実現に向け、日中韓の相互協力でも市民社会セクターの制度環境の改善を図る、と紹介した。その上で、この第8回フォーラムについて、「自然災害の被害に遭った地域が必ず直面するコミュニティ再生とまちづくり、この課題解決に対する市民社会組織への期待は年々増してきている。被災地におけるコミュニティ再生の効果的な取り組みや先進事例を3ヶ国で共有し、被災地復興の分野で市民社会組織の能力向上を図れることを期待したい」と述べた。

### 3. 復興過程で起きる行政と住民の軋轢を防ぐ市民社会の役割

日本側のフォーラム基調講演者として認定NPO法人まち・コミュニケーション代表理事の宮定章氏は、災害の被災地が復興する際の大きな課題として、「元のまちに戻りたい」と願う住民が元の地域に戻ることに難しさについて報告した。

阪神淡路大震災の場合、港湾労働者が主な住民だった住宅密集地の神戸市長田区では、被災後に行ったアンケートで8割以上の方が「元いたまちで暮らしたい」と答えたが、20年以上経った今27.3%しか戻ってきていない。行政主導でまちの復興が進められる中で、専門用語が理解できない、避難先が遠く会議に参加できないなどにより、復興事業に関われなかった住民も多く、結果として再建されたまちはきれいになったが周りに友だちいない、工場や店舗も3割しか再建されていないので、まちの“温かさ”がなくなったという。

そんな中で行政と住民の間の軋轢を防ぐコーディネーター役を果たす市民社会組織が求められ、まち・コミュニケーションの活動が始まった。宮定氏たちは、住民に専門用語の解説などを行って復興に住民を巻き込み、遠隔地

の住民にも誘いかけを行った。お茶会や集会の場づくりとして、建築士や大工さん、左官さんの参加を得て古民家を移築したが、自分たちの課題に住民自身が取り組むためのコミュニティ形成に役立った事例も、まち・コミュニケーションが市民社会組織として、被災地のコミュニティ再生とまちづくりを進めるために果たした役割の一つとして報告された。

被災地のコミュニティ再生とまちづくりを促進するための市民社会組織の役割として、行政と住民の間に入りコーディネーターとして機能することの大切さについては、日本側の問題提起者の一人である県立広島大学国際交流センター主任の中尾公一氏も強調した。中尾氏は東北大学大学院博士研究員として、東日本大震災後のコミュニティ形成に外部支援団体がどのように貢献したかについて、宮城県のケース・スタディを行った。

市民社会組織である外部支援団体は、住民組織づくりに取り組んで、行政が忙しく現場に出られない中で現場に出向き、個別訪問などの支援、ハード面のコミュニティ形成（計画づくりに住民が参加するための説明や行政への提案）などをしてきた。そこでは、自治体と住民、復興庁の三者の関係の中で、情報の流れが悪いという課題があり、自治体用語を分かりやすく説明する翻訳機能、住民の声を聞き取る提案機能が、被災地のコミュニティ再生とまちづくりを促進する市民社会組織の役割として浮き彫りになった。

#### 4. 市民社会の力を復興に活かす仕組みを整備する必要性

今回のフォーラムでは、被災地のまちづくりとコミュニティ再生の過程において、住民の主体的な参画を促進する市民社会組織による中間支援の重要性の議論に加えて、ボランティアやNPOなどによる救援や復興支援の活動を促進する仕組みのあり方の議論も行われた。

韓国からは、2016年に起きた地震による被害についてチェ・ヨン・シク慶州市長が基調講演の中で報告したことを受けて、ウ・チャンソク韓国中央ボランティアセンター長がこの時の災害ボランティアセンターによるボランティアのコーディネートがどのような仕組みで行われ、どのような課題が浮き彫りになったのかについて問題提起があった。

ウ氏は、韓国の広域および地域単位に設置されている全国に246あるボランティアセンターが、災害管理基本法にもとづき行政安全府が主幹して、中央ボランティアセンターは研究・災害システム作り・災害時のコントロールタワー役・アーカイブづくり・研修・教育事業を担い、地域のボランティアセンターは、災害のための訓練・ボランティアのコーディネート・協力要請の広報・関係団体とのネットワークづくりなどを担っている仕組みについて解説した。

この仕組みにより、発災時の役割として、現場センター長と広域センター長が計画を協議して立て、統括、募集・配置、支援チームをコントロールすることになっているが、被災地のどこに災害ボランティアセンターを設置す



るのかについての意見の対立、自己判断で個別行動をしてしまうボランティアによる混乱など、日本の被災地でも起こりがちな問題点も提起された。ウ氏は、こうした問題を防ぐ方策として、被災地においてはボランティアをチームにしてリーダーによるコントロールを強化し、日常においてはマニュアルの整備や訓練・研修による災害ボランティアセンターの力量形成の重要性を指摘した。

一方日本からは、Civic Force 代表理事の大西健丞氏から、国際紛争時の難民緊急支援の視点から、国内における市民社会組織、行政、企業の協働を生み出し、国際的には緊急支援のための市民社会組織の協働を生み出すプラットフォームについて報告が行われた。この場合のプラットフォームとは、緊急時に多様な関係組織が情報や資源の共有化、迅速な合意形成により、効果的な緊急支援を行うために平時から組織された連合体を意味する。

紛争時の緊急難民支援のみではなく、東日本大震災後の被災地支援の際にも、このプラットフォームが活かされ、素早く大規模な支援活動につながったと大西氏は言う。

## 5. 災害が起こる以前の日常におけるまちづくりとコミュニティ支援の重要性

「被災地におけるまちづくりとコミュニティ再生」をテーマとした多様な報告や問題提起が行われる中で、多くに共通した論点として浮かび上がったのは、「災害が起こる以前の日常におけるまちづくりとコミュニティ支援の重要性」だった。

6年前に起きた東日本大震災の被災地で宮定氏は、神戸での20年以上の経験を生かし、被災した住民の声を丁寧に聞き取りつつ、1人ひとりが自分たちの力に気づき主体的に自分たちのまちの復興に参画できるように支援を続けている。しかし、住民の間にも多様な願いや複雑な利害が存在する中で、外部から来て関わる市民社会組織によるコーディネートには限界があるとして、被災地におけるまちづくりやコミュニティ再生のためには、市民社会組織が、災害が起きる前から地域住民災害と信頼関係をつくっておくことの大切さを宮定氏は訴えた。

この観点からは、韓国の問題提起者の1人であるイ・インウ京畿道共有市場経済政策補佐官が、共有市場経済のプラットフォームによるコミュニティ形成の事例を紹介した。この場合のプラットフォームとは、例えば新興分譲住宅地域において、行政も支援しつつ市民参加型の協同組合形式で商店街に出店した店舗を、来店者から様々な生活課題を聞き取り、一緒に解決策を考え実現することによりコミュニティ形成を行う空間にするという意味がある。イ氏は、コミュニティ形成のためのプラットフォームでは、「提案→聞き取り→励まし→自立活動」の流れをつくる行政や市民社会組織による支援の重要性を強調した。

日本から問題提起者として市民活動の中間支援組織であるハンズオン埼玉理事の西川正氏が、高齢化してコミュニティが崩壊しつつある昭和の時代に作られた団地において、道路にこたつを置き、落書き、トランプ、将棋もできるようにして、そこで遊ぶ子どもたちに高齢者がたくさん話しかけ、一緒に遊んで仲良くなっているという、まちの空間を子どもたちの遊び場にする事例が報告された。西川氏は、「人間は向き合い信頼し合い気持ちを通じ合い食べ物を分け合う」という動物学者の言葉を引用して、子どもの遊びや親子の焼き芋などによるつどいの空間づくりの価値（行政にはその価値と成果が理解されにくい）に例えた。

伊氏と西川氏の報告から、まちづくりとコミュニティ再生には、人々が交流し、生活課題や生きがいを共有し、その解決や醸成の主体になっていく空間の重要性が浮き彫りになった。これは、宮定氏が紹介した神戸市長田区でのまちの復興過程で住民の復興事業への参画を生み出す空間として集会所をみんなで作った事例につながっている。

## 6. その他の議論

今回、中国側の共同主催団体である中国国際民間組織協力促進会（CANGO）の事情により、副理事長のロン・ジャンウェン副理事長が基調講演者として参加したのみだったが、ロン氏からは、四川省での地震災害の被災地支援活動についての報告があり、心理支援とジェンダーの視点を復興に活かす取り組みの重要性が提起された。

さらに、韓国の問題提起者のチェ・ヒョンス安山社会的経済支援センター長からは、セウォウル号沈没事故後の遺族支援活動、特に多くが犠牲になった修学旅行中の高校生たちの地元において今も継続されている心理支援活動について報告があった。

また登壇者と参加者の質疑と議論では、まちづくりとコミュニティの再生について、子どもたちが学ぶ機会を増やしていくこと、専門性を蓄積しやすい市民社会組織と住民全体への説明責任を負う行政のメカニズムの違いを理解することの必要性が浮き彫りになった。



## World Report 1

### Civil Society in Argentina going through its history and its present

Guillermo Correa

Executive Director, Argentine Network for International Cooperation

In order to understand the current situation in Argentina's social sector, it's fundamental to look at some history and understand its various stages.

#### 1. A quick glance through history

The first wave of creation of NGOs can be located at the beginning of the twentieth century, when social aid was linked to organizations of immigrants tied to their countries of origin (principally Spain and Italy), regions (Damas Santiagueñas) and religion (Caritas, AMIA; etc.).

During the second stage (1940-1950), the aid turned towards "social charity work" (ladies of charity), where the focus was placed on those who granted aid, more than those who received it. The beneficiaries were mostly children, who received clothes, food and toys.

With the arrival of Peronism, for the first time, the social role of organizations and the State came to take an active role, at the hand of Eva Peron, displacing the work of the existing organizations with this new approach. The gesture of support came, in addition, with a political loyalty that lives on today in part through the beneficiaries, who were consequentially able to access new opportunities for the first time ("my first sewing machine," "my first bicycle," "my first job").

Towards the end of the seventies, the third generation of civil society organizations surged with human rights agencies. These human rights NGOs are the "mothers" of the CSOs that we know today in



Argentina. Heavily funded by the progressive countries of the northern hemisphere (Europe, United States), they acquired a “technology” of new management, far from the prevailing intervention of the time.

Later, in the nineties, the NGOs related with justice and human rights received international aid -funding - as the topics in which they were working in, never received local support. The new NGOs- or those who had traditionally worked with local charity or state support- learned the “language of cooperation” at seminars or conferences.

During this decade, the State had been reduced to the bare minimum, thus leaving the Social Sector with the role of intervention in social aid. In its first stage, the organizations dedicated themselves to understanding how to function.

Throughout the following decade, the sector underwent a learning process with regards to seeking resources and how to work. This was the decade where the sector learned about fundraising, where it began to seek economic support and professionalize the aid. Companies, for their part, began to create departments and offices of Corporate Social Responsibility and relationships with the community, in order to positively influence the social situation. The social investment grows.

## **2. The State resumes its functions**

With the arrival of the year 2000 came the resurgence of the State. In a paternalistic society like that of Argentina, the presence of the “father” state is felt as it reclaims some of its original functions. In this stage, the learning process turns towards the redefinition of roles and learning to articulate (if possible) both sectors. The funding begins to take institutional appearances and slowly large scale NGOs begin to emerge (vs. small, which hardly survive).

RACI (Argentine Network for International Cooperation, because of its acronym in spanish) is born and the systemization of international assistance appears. AEDROS (NGO founded by professional fundraisers)

began to give trainings and workshops about local philanthropy. GDFE (Group of Local Foundations and Companies, for its acronym in Spanish) is born and they develop supplements and radio programs that cover the issue. The new generation of executive directors begins to manage the large NGOs. There is professionalization, university majors, specializations, and now dedicating one's self to the social sector is no longer a crazy idea. Hardly some years later with an active state and businesses measuring their social impact, the third sector finds itself confused, bankrupt and in crisis.

### 3. Civil Society Organizations Today

The organized participation of NGOs has its negative flip side in the lack of existing representation in the democratic system as much as the party system in Argentina. Many Argentines channel their public interest through social sector organizations, given the negative assessment they have of traditional political parties (in the vision of many, closed, dark, without new members, corrupt, etc.). On their path, today, the youth (and society in general) begin to wrestle with difficult dilemmas. In order to change things, for example, do you need to join a political party or get involved in a NGO?

Of those who join a party, are you able to change the agenda or are absorbed by the establishment and nothing changes? The commitment to a NGO is for life or I join just for awhile?

There also exists a factor known as "cyberactivism." Such would be the cases of Greenpeace or Change.org where the commitment is virtual. In these cases, what is the place of social networks and media to drive change and causes?

In this context NGOs, like whichever social organization, confront their own changes. Legacies, changes of the first generation - the founders - to the second - executive directors -. The need to delegate, decentralize, work in networks and remotely. There's evidence of a crisis of directors and a lack of innovation, given that the pioneer leaders - that today are between 45 and 60 years old - still aren't replaced by other leaders of influence.

The innovation and passion remains warmed up; they are more "light" ,



not only for the lack of new protagonists, but also by the context of the last decade where they faced power that seemed to have certain consequences. There's fear on NGO boards and among directors about the loss of donors and the recent "surprise" visit from AFIP (the Federal Administration of Public Revenue).

The incorporation of new technologies like social networks and new paradigms (to share and compete with the State) confronts us with a complex scenario. But history wouldn't be complete without "secondary actors.

The capital centric vision that says "God is everywhere but his office is in Buenos Aires" created disentangled NGOs or surrounding the capital, without national reach and without strong presence in the interior which isn't a small issue. Neither is the large Argentine ego that makes it difficult for us to create better networks and unions (like in soccer, a ton of awesome players does not make a great team).

The transfer of authority of the generation of the 60s to those born in democracy is beginning and it is time to pass on the legacy. It means making self-criticisms and recognizing errors and, at the same time, recognizing what turned out well. The sector grew and consolidated, but we lack impact. It's time to reinvent ourselves.

## World Report 2

### The State of NGOs in Tajikistan

Yoshiharu Shiraishi

Vice President, Japan International Institute for Volunteering Research  
Research Associate, The Japan Association of Charitable Organizations

ShamsiddinKarimov

Director, Tajikistan National NGO Association

A civil society and democracy in Tajikistan are being cultivated on local soil – they are not “alien transplants”. After declaring independence from the former Soviet Union in 1991, the republic is ready to embrace the great transformation already going on, and the new phenomena have not weakened society’s immunity: we are all witnessing the birth of a new statehood and stronger national identity that will determine cultural development in the broadest sense of the word. But we must keep in mind that cultural development is impossible without mutual integration of this new statehood and stronger national identity in the spirit of genuine democratization. However, from the dialectical viewpoint, the process is far from simple: a civil society ruled by law is coming into being by way of many contradictions, difficulties, meandering, and backtracking. As the road leading to a civil society ruled by law, democratization can be visualized as the sum total of numerous development vectors: some of them at times slow down the process, while others tend to miss certain seemingly logical stages by speeding things up.

In fact, today the transformation process of Tajikistan, combined with the post-conflict period as well as the further development of the country largely depends on activity of the population in building and strengthening civil society with their active involvement in solving urgent problems of the modern Tajik society. Radical transformations taking place in the life of modern society in Tajikistan and addressing many of its problems are inextricably linked to the formation of civil society in the country. Today it has become an indisputable fact that the social activity of individual or civil

society initiative is the most important and the most significant factor in formation of a democratic, legal state and truly free tolerant civil society. Development of the basic institutions of civil society is impossible without social and active individuals and their initiative and voluntary associations, which are called the "third sector" or non-profit non-governmental organizations (NGOs). The formation and development of the Tajik NGO sector has not been an easy process. In a certain sense, emergence of NGOs was not only the answer to the new challenges of democratization of the country (a civil society as the most important task of democratization), they also helped the reviving new statehood in all spheres: health protection, restoration of private housing and farm holdings, peace building, culture, education, etc. Moreover, most of the political activists' in the future political parties became political entities within the budding nongovernmental informal structures, some of which were not even legally registered. In this sector, a human environment was created that later developed into various combinations of citizen alliances and associations and, still later, into political parties. Such was the dialectics of Tajikistan's internal progress.

In the first phase of their development, the Tajik NGOs began to form in a very specific historical, first of all, political and ideological conditions as a civilian political movement. Emerging "from below" civic movement they developed in the form of local initiatives in selected cities and towns of the country. The years of 1990 - 1991, was the heyday of the civil movement and the democratic development of Tajikistan. The emergence of officially registered NGOs was a new phenomenon for Tajikistan political and social change. Their future growth has been consistent and progressive registered legal entities, operating in virtually all parts of the country. It is encouraging that the number of non-governmental organizations in Tajikistan is growing steadily, and this should be seen as a positive development. In reality, there is no sphere of influence where the NGO representatives would not participate in problem solving. The contribution of non-governmental organizations, in particular in the area of training and upgrading of the legal, political, social and cultural education of the citizens is very important. These include training government staff and administration, working with women and children, the disabled and those unable to work, cooperation in the

field of health and education , improving the legal education of citizens, creating conditions for the first material and financial assistance and training centers for new generation of entrepreneurs, the organization of short-term specialized courses, using advanced capabilities for public officers and employees, and creating new opportunities and jobs for young people and housewives. This is only a partial list of activities that non-governmental organizations have undertaken in Tajikistan over the past 25 years.

NGOs in the Republic of Tajikistan are registered as non-commercial organizations (NCOs). According to the Law on Public Associations, registration is mandatory if NGOs want to be a legal entity. The Civil Code of the RT defines CSOs as legal entities that do not aim at generating profit and do not distribute any generated profit under its members, while it also mentions different forms of NGOs. The formation of NGOs, whatever the legal entity, is based on the general provisions outlined in the Civil Code of the RT. Formation procedures are determined by the organizational and legal form that the NGO takes.

The following types of organizational and legal forms of NGOs are specified in the Civil Code of the RT:

- 1) Public and religious organizations (associations)
- 2) Public foundations
- 3) Non-profit cooperatives and consumer cooperatives
- 4) Associations of legal entities (associations and unions)
- 5) Institutions

The Civil Code does not limit the types of organizational and legal forms of non-profit organizations and provides an opportunity to envisage other forms of NGOs. The 2007 Law on Public Associations in its article 7 establishes three legal organizational forms of a public association:

- (1) **public organization**: a membership-based public organization established on the basis of joint activities for the purpose of protecting common interests and attaining constituent goals of the citizens who joined the association (article 8 (1) of the Law on Public Associations);
- (2) **public movement**: a mass public association, which consists of



participants and is not membership-based, pursuing socially valuable and other beneficial goals supported by the participants in the public movement (article 9 (1) of the Law on Public Associations);

(3) *body of public initiative*: a public association, which is not membership-based, pursuing a goal of jointly addressing various social issues facing citizens at their place of residence; its activities are aimed at meeting the needs of citizens whose interests are related to attaining constituent goals and implementing programs of the body of public initiative in the locality where it was established. A body of public initiative is formed at the initiative of citizens, and is not subject to state registration. A written notification at the local authorities is required (article 10 of the Law on Public Associations).

As it mentioned above, the Tajik NGOs operate in all spheres of public and political life of the country. The main directions of their activity are diverse: they perform an important bridging role between society and the government, business and the media, and other institutions. NGOs carry out substantial work on improving legal education of the population and the legal protection of the rights and freedoms of citizens, contribute to the legislative process, monitor human rights, carry out educational work in the field of human rights and their protection, and etc. The main problem in the improvement of the multifaceted activities of NGOs is that these activities are not yet systemized and properly coordinated. However, they are extremely important for understanding the role of NGOs in formation and development of civil society, enhancing the legal environment, expanding civic space and increasing civic initiative and participation. NGOs in Tajikistan have also become an undisputed economic factor, creating job opportunities and contributing to addressing poverty reduction in the country.

In Tajikistan, there is a certain political will and understanding in terms of formation and development of civil society as well as the role of NGOs in this process. More and more governmental institutions and agencies are starting to work with NGOs and other civil society institutions. There are good examples of such mutually beneficial cooperation at the national and local levels. Moreover, the President of the country in his last address to the National Parliament stressed

the significance and importance of civil society and its institutions in successful addressing socio-economic problems and sustainable development of Tajikistan in the future. At the highest level repeatedly affirms the idea that in Tajikistan there is no alternative to the democratic development of the country and the building of a civil society. All this, ultimately contributes to further development and strengthening the process of formation of democratic society in Tajikistan, especially in the context of today's civil society situation when lots of restrictions and limitation of freedoms are being cultivated in the former republics of the Soviet Union.

At the same time, there are still many theoretical and practical gaps in the process of formation and development of civil society in the country. So far there is no a legal definition of the concept of "civil society" in the main strategic documents of the country, including the Constitution of the Republic of Tajikistan. A number of fundamental strategically important documents and concept papers, such as the "National Concept of Civil Society Development in Tajikistan", "Strategy of State Support to NGOs in Tajikistan", "National Concept on Social Partnership" and etc. are not adopted yet.

The legal environment for the normal functioning of NGOs in Tajikistan, in general, is positive. The existing laws and legislation system comply with the requirements of international standards. There is another problem: the absence of appropriate mechanisms for their implementation and inadequate law enforcement, on the one hand, and the low level of legal awareness of the country's population in general, and NGOs in particular, on the other hand.

However, there have been attempts to increase the monitoring and inspection of activity of NGOs by the government through changes and amendments to the existing Law of the RT "On public associations" and other relevant laws. These and other negative phenomena and legal constraints in general have led to the fact that the overall situation with respect to the legal environment for the normal functioning of NGOs in Tajikistan for 2014-2015 has deteriorated significantly. As a result, Tajikistan ranked 25th among 29 countries in the region as a result of CSO Sustainability Index, conducted annually by the US Agency for Development (behind are: Azerbaijan, Belarus, Uzbekistan

and Turkmenistan).

In Tajikistan, more or less successfully began to practice the creation of public councils at the ministries and other state bodies. Also, public hearings and civil society activists' involvement are going to be often used in making decision process and adoption of nationally important documents. For example, during development and adoption of new version of the Tax Code, more than 1,000 comments and suggestions to this bill have been prepared by NGOs, mass media and entrepreneurs of the country. A recent incident (2016) when the Government initiated tightening rules on grants and other forms of financial support for NGOs from the outside, can be considered as a great success of civil society and a good example of the fruitful dialogue between the government and CSOs. As a result of the joint efforts, these amendments were adopted in a form that suited both parties. Now Tajik NGOs are not required to obtain permission and to register grants prior to their receiving, as it was originally included in the Government first draft, but should only notify the Ministry of Justice after receiving grants via e-mail (letter of notification).

Organizational capacity of NGOs in Tajikistan in recent years have deteriorated markedly. This is primarily due to the limited financial capacity of the organizations. While the state of civil society in Tajikistan is comparatively more robust and stable than many of its Central Asian neighbors, civil society organizations still face numerous legal impediments and are largely dependent of international donor funds for their sustainability. Many NGOs do not have a permanent, well-trained professional staff, most of them work from grant to grant. Volume and CSO program are directly dependent on the amount and availability of funds from foreign donors. The lack of funds hinders CSOs from long-term strategic planning. CSOs mainly work with beneficiaries, but do not create a social base for their normal and effective functioning and sustained activities. Although almost all the NGOs learned how to manage finances, but the issue of research based planning to encourage strategic and sustainable development of the organization remains unresolved and open. There is no collective and transparent management in place, where most NGOs still do not have workable Boards or Board of Directors. The notion of volunteerism is not sufficiently developed. In recent years, the issue of preparation

of NGO leaders, especially amongst the younger generation and newly established NGOs is going to be a big problem. Most of NGOs do not publish their annual reports. Created NGO coalitions and networks are not effective because of lack of funds and lack of motivation to work together.

Thus, the issue of funding remains as a key problem of the Tajik NGOs. The Tajik NGOs almost all are one hundred percent dependent on foreign donors. Other sources of funding – state, private sector, income from business activities of NGOs, philanthropy, membership fees – remain unused and are not involved enough. In such a constrained environment, in the absence of alternative funding, only those civil society organizations which adapt to the rules of the game, set up by donor agencies and international organizations, will be able to survive. But the international organizations outsource activities which are included in their own mandates for Tajikistan. There is little or no space left for civil society organizations to propose their own activities, based on their previous experiences and ideas of their employees.

In 2014, the National Association of NGOs in Tajikistan initiated a series of round tables with all eight officially registered political parties in Tajikistan to improve the social partnership between NGOs and political parties, considering them as possible partners and an additional internal source for the implementation of joint programs and projects. As of today, there are 7 MOUs on social partnership signed between the Association and each of the seven parties. National Association plans to hold a similar program with the representatives of small and medium business in the country as well. It is expected that this approach will facilitate the active involvement of local resources in solving this problem, and will encourage a more sustainable development of NGOs in Tajikistan.

Now, the reality of the twenty-first century is the Tajik civil society. However, many of its features and qualities are still in the stage of development and formation. Today, this process is still complicated by the instability of the socio-political structures, sustained access to the civilized market relations, the lack of a broad social layer of owners, the low efficiency of the mechanism of





legal protection for the individual. And yet, despite these difficulties and various kinds of disasters, the formation of civil society in the Republic of Tajikistan is in line with the global development retaining the positive experience of its past and original features.

In general, successful addressing the following problems would certainly encourage and contribute to a more sustainable development of NGOs in Tajikistan:

- Lack of specific programs and strategy in providing state support to NGOs;
- The total financial dependence on foreign donors;
- Absence of Centers// Schools of young NGO leaders;
- Lack of research based strategic planning;
- Poor communication and interaction between NGOs;
- Staff turnover;
- The tax burden;
- Limited access to primary resources and the media;
- Weak information policy;
- Lack of marketing and lobbying CSOs interests;
- Lack of exploring the potential and capacity of civil society in addressing social problems.

We are all aware of the accountabilities and problems, but we must recognize that the country has moved far along the road toward democracy. The Tajik NGOs should likewise be aware that there are many difficult tasks, problems, and barriers in store for them: It is too early to rest on the laurels. They must keep putting one foot in front of the other.



JIVRIでは、私たちの活動を支え、後押ししてくださる会員を募集しています。ぜひ皆様の力をお貸してください。会費は、下記の通りです。

□会 費            3, 0 0 0円 (年会費)

入会をご希望の方は、下記のメールアドレスにお名前、住所、電話番号および希望する会員区分(個人会員または賛助会員)のどちらかを記入したメールを送付してください。後日、入会申し込みの確認と会費振り込みの依頼をメールにて差し上げます。

入会申込先 email: member@jivri.org