

Consideration of the Outcomes of  
Partnership-based Community Development  
in Japan:  
a Case Study of the Groundwork Mishima's  
30 Years of Work

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# Groundwork Mishima

- Groundwork  
a partnership-based community development mechanism that originated in the UK in the early 1980s
- Groundwork Mishima (GWM)  
the community development nonprofit organization (NPO) established in 1992
- GWM's Mission  
the regeneration of Mishima as the “City of Spring Water”

Photo: The project of Genbegawa Stream



## Aims

- to review the activities of GWM, which is regarded as a pioneering model for community collaborative community development in Japan, over the past 30 years
- to clarify one of the achievement points of partnership-based community development in Japan

# Methods

## Perspectives:

- **Achievements:** what initiatives GWM has undertaken
- **Outcomes:** what results GWM has achieved through its operations
- **Methodologies:** what strategies and methods GWM has used to achieve these results
- **Challenges:** what challenges GWM will face in the future

## Research Methods:

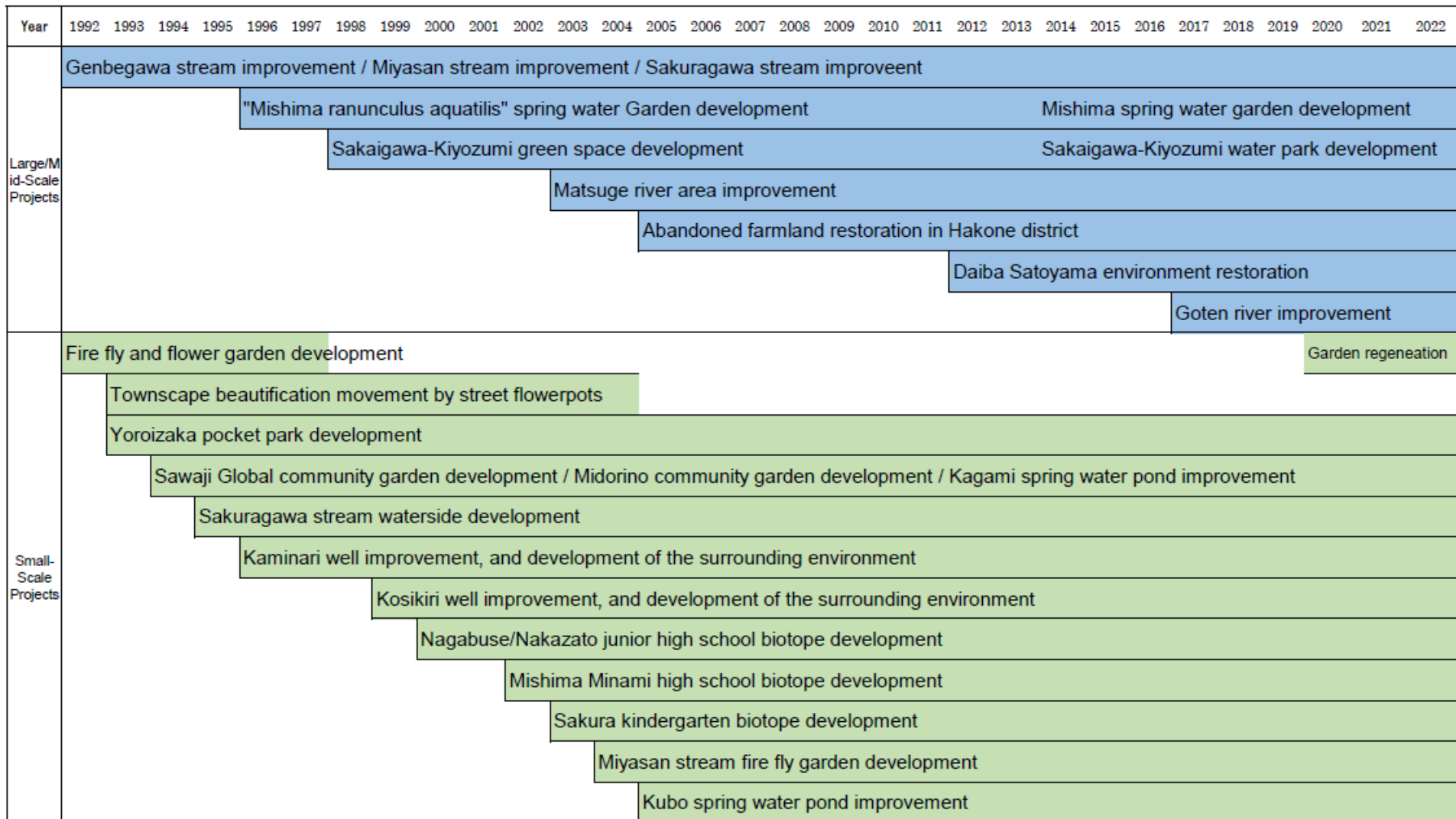
- **Action research**
- **Participant observation**

# Achievements: Outline of GWM's operations

## Project theme:

1. Familiar environment development, maintenance, and use
2. Community business (community building)
3. Environmental education and local human resource development
4. Training and guidance
5. International networking and exchange
6. Policy recommendations and planning proposals
7. Publicity and awareness-raising

# Achievements: Development process of the environmental improvement project by GWM



# Achievements:



Matsuge river (公毛川)  
area improvement



Sakaigawa-kiyozumi green space  
(境川・清住緑地) development



Abandoned farmland restoration  
in Hakone district (箱根西麓)

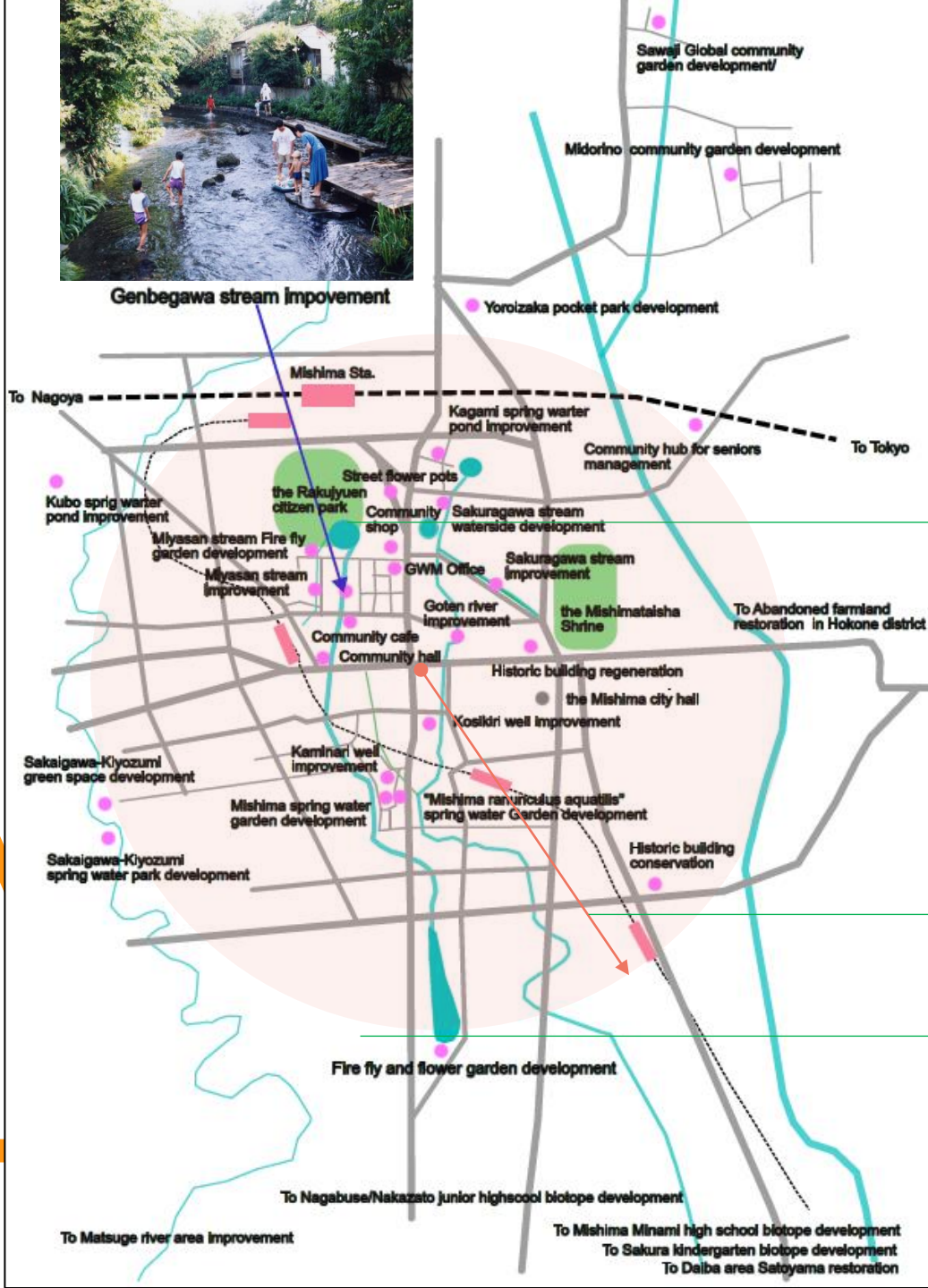


Daiba area Satoyama(大場里山)  
environment restoration





Genbegawa stream improvement



# Achievements: Projects map in the city center by GWM

Genbegawa Stream  
1.5km long

City Center  
r: 1km

● : Project site by GWM

# Achievements:



"Mishima ranunculus aquatilis"  
(三島梅花藻) spring water Garden



Kaminari (雷井戸)  
well improvement

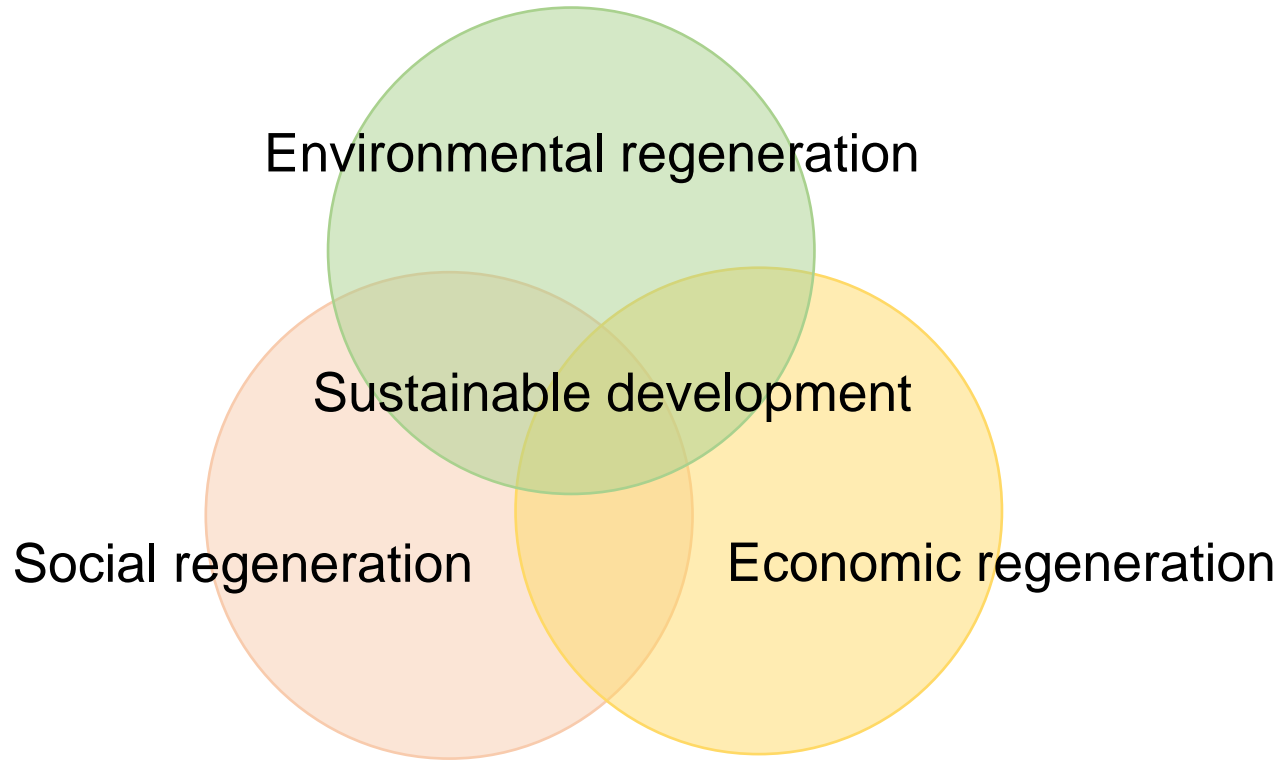


Yoroizaka (鎧坂公園)  
pocket park development



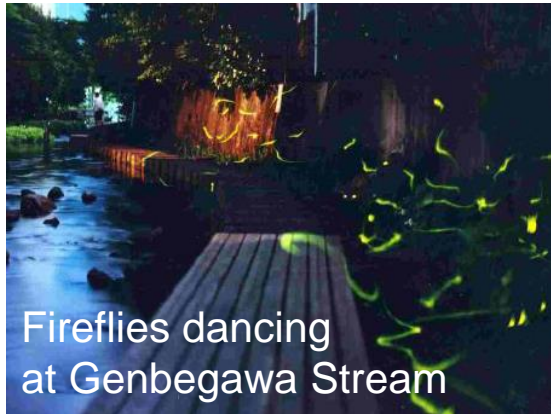
Sawaji Global(沢地グローバル)  
community garden development

# Outcomes: Outcomes of activities by GWM from a sustainable development perspective



a framework of sustainable development

## Outcomes: Outcomes of activities by GWM from a sustainable development perspective

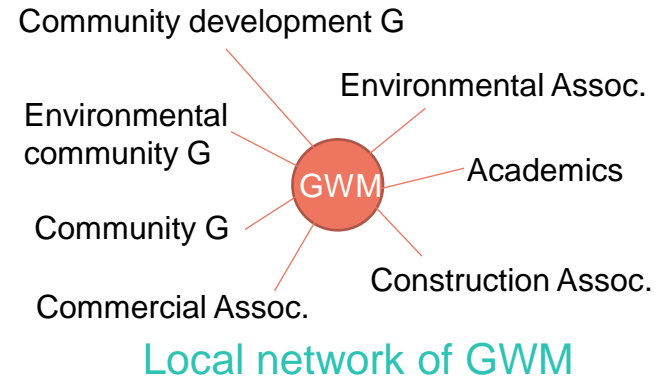


### Environmental regeneration

- Regeneration of the urban environment (physical space) on the theme of streams and springs
- Formation of the ecologically rich natural environment (satoyama environment)
- Establishment of an environmental management system with the participation of NPOs and residents

# Outcomes: Outcomes of activities by GWM from a sustainable development perspective

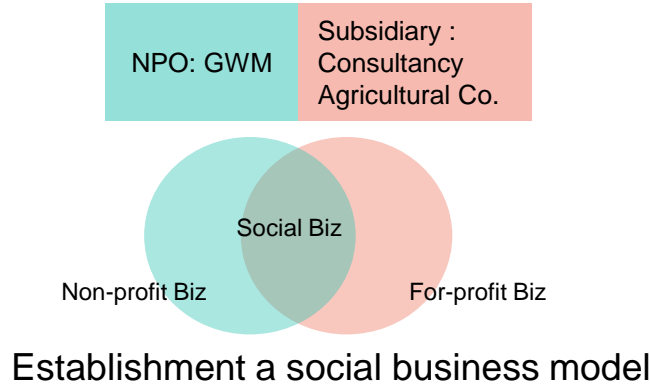
International exchange G



## Social regeneration

- Revitalization of local communities and creation of environmental communities
- Capacity building for community development and the creation of a relevant population
- Formation of civil society based on the activities of NPOs

# Outcomes: Outcomes of activities by GWM from a sustainable development perspective



## Economic regeneration

- Revitalization of the region through environmental regeneration (promotion of shopping streets and tourism).
- Establishment of a business model for community development by NPOs.
- Contribution to economic localization

# Outcomes: Outcomes of activities by GWM from a sustainable development perspective

## Environmental regeneration

- Regeneration of the urban environment (physical space) on the theme of streams and springs
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## Sustainable development

- Revitalization of local communities and creation of environmental communities
- Capacity building for community development and the creation of a relevant population
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## Social regeneration

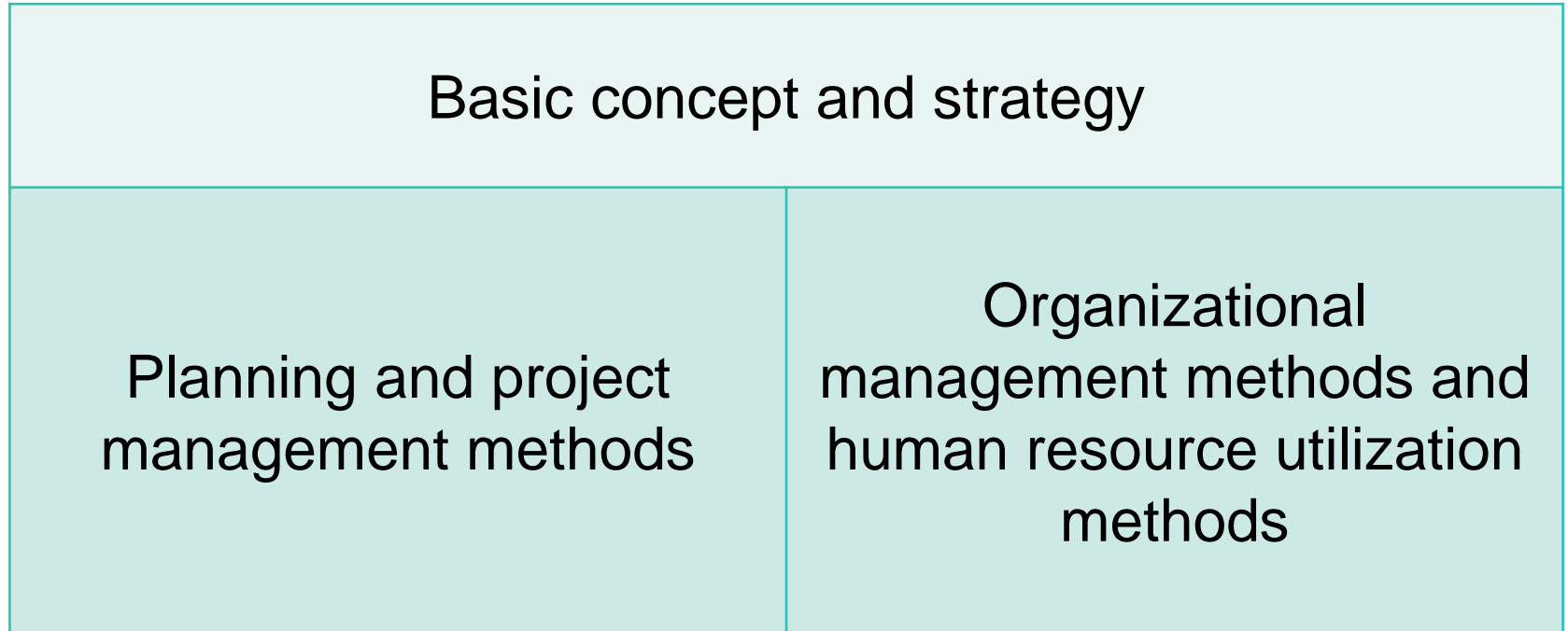
## Economic regeneration



## Mishima city:

- “Good to Live in, Good to Visit” area
- One of Japan’s model regional cities where a rich living environment has been formed

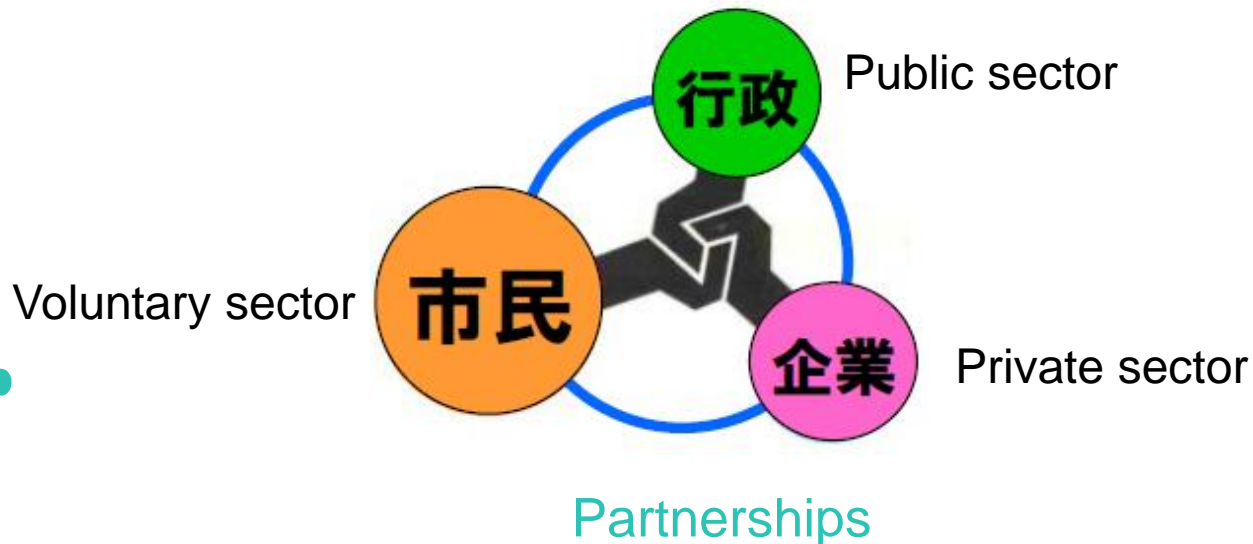
# Methodologies: Framework





## Methodologies: Basic concept and strategy

- ◆ Shared vision of activities by diverse actors:  
regeneration of “Mishima, the city of spring water”
- ◆ Partnership-based project and organizational management: multi-stakeholder process
- ◆ Strategic environmental management perspective:  
changing places, changing lives



# Methodologies:

## Planning and project management methods

### ◆ Concrete and practical environment development

Action rather than discussion, visualization of results, accumulation of small projects, sense of achievement in activities, and gradual development.

### ◆ Bottom-up approach

Community-based emphasis on consensus-building processes, various participatory methods, such as workshops, etc.

### ◆ Holistic approach

Composite response to local issues, combination of social and environmental issues, and design of project chain processes.

### ◆ Strategic introduction of public works

Strong collaboration with local authorities, effective use of public works, and large-scale environmental improvement.

## Methodologies:

# Organizational management methods and human resource utilization methods

### ◆ Use of diverse human resources

Concentric human resource structure, employment of dedicated staff, cooperation with experts and universities, and active role for women and senior citizens

### ◆ Human resource development and active role programs

Development of local human resources: organization of voluntary resident groups, development of specialist human resources: interpreters, and multidimensional-related population.

### ◆ Securing diverse funding sources

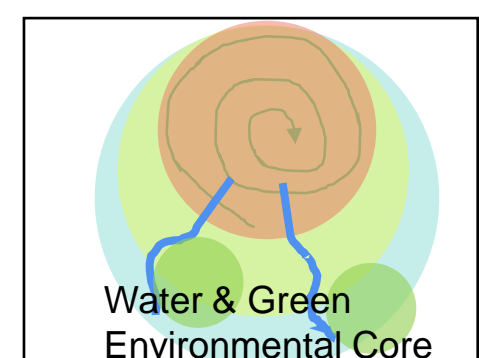
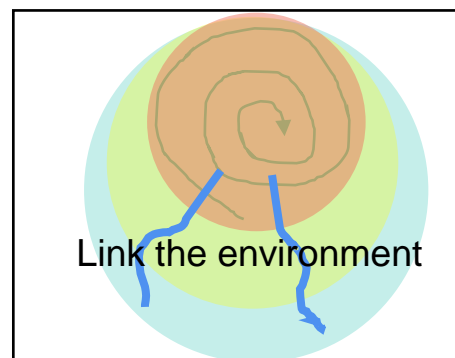
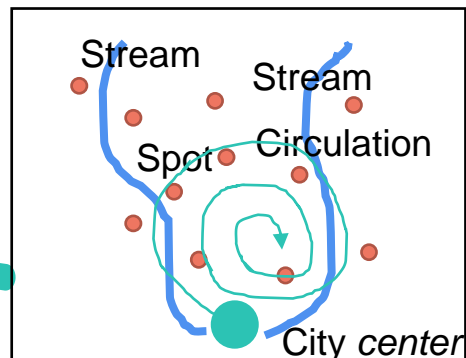
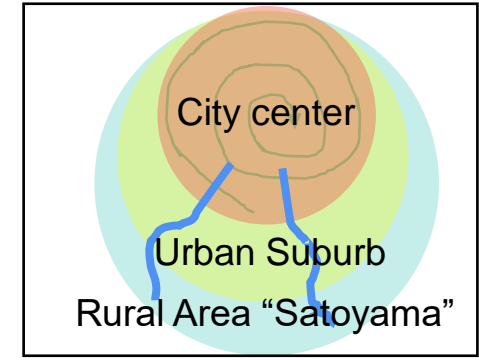
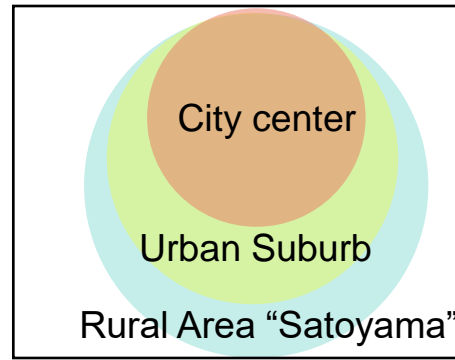
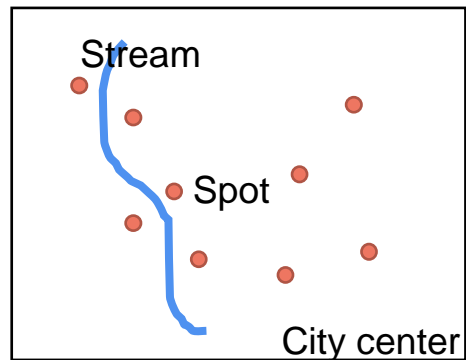
Compounding of themes and diversification of funding sources, cooperation with companies, and nonprofit business development

### ◆ Phased business model

Phased project theming, employment of specialist personnel, incorporation, and subsidiary companies

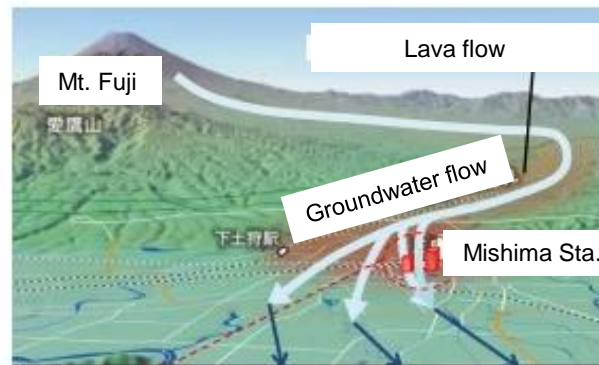
# Challenges: Future urban development concept

- to create a circulation system in the city center by water and green space development projects
- to link the environment of the city center with that of the nearby rural areas

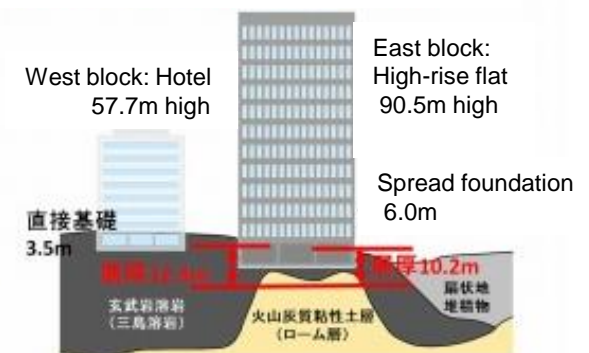


# Challenges: Future challenges

- the succession of business to the next generation
- the deterioration of partnerships in Japanese society following the COVID-19 pandemic
- the response to the redevelopment project in front of the Mishima station



Thickness of a lava layer: only 10m



# Conclusion

- GWM's activities comprise a diverse range of projects centered on environmental improvement projects targeting waterside areas in the city center and rural areas in the urban suburbs.
  - These activities have produced a variety of outcomes in terms of environmental, social, and economic aspects.
  - The GWM methodology for community development is based on “shared vision,” “multi-stakeholder processes,” and “strategic environmental management.”
  - This study confirmed one of the achievements of partnership-based community development in local cities in Japan and the significance of community development NPOs.
- GWM is also expected to present a model for local collaborative community development in Japanese society.