

The 6th Mid-term Management Plan

Taking a further leap as your solution partner

March, 2022



Japan Sewage Works Agency

Established in 1972

The 6th Mid-term Management Plan (2022-26) Overview

Basic idea

Japan Sewage Works Agency (JS) as your sewerage solution partner, promotes forming the core foundation of technology, human resources, and information. JS contributes to a healthy water environment, safe community, and sustainable society.

Mid-term point of view

- Improving productivity, efficiency and creativity
- Co-creation with related institutions and private companies

JS' Roles

- **Solution partner:** Comprehensive support for plan development/O&M/facility management/business management, and normal/emergency time to hold municipal issues
- **Innovator:** To deal with population decline, aging, and environmental/energy issues, leading innovations by aggressive contribution to wastewater business.
- **Platformer:** Contribution to the social development by DX promotion, ICT development, and technology standard development, international support, and human resource development.

Management policy

- ① Proposing the best solutions for municipal issues to lead the innovation of wastewater business and contribute to social development.
- ② Showing its technique, knowledge, management, and disaster control strength.
- ③ Leading the development of wastewater business.
- ④ Enhancing the cooperation between related organizations or private business entities.
- ⑤ Promoting digital transformation to create a new value.
- ⑥ Improving municipal satisfies by improving business quality.
- ⑦ Promoting a sustainable business through appropriate implementation and healthy financial conditions.
- ⑧ Inheriting and improving technical capability.
- ⑨ Improving job satisfaction and productivity by work revolution.

Three pillars of business promotion



JS Supports municipalities comprehensively as a wastewater solution partner

- Retrofit ● Earthquake/Tsunami control ● Flood control
- Disaster support ● Business management support ● O&M



JS leads the wastewater business reform aggressively as an innovator

- Cross-jurisdictional collaboration ● PPP/PFI ● Contribution to achieving decarbonization ● New technology development/utilization



JS contributes to the social development through creating the common wastewater foundation as a platformer

- Development, practical application, and distribution of the leading-edge ICT technologies with digital transformation ● Development of technology standards
- Global water business support and international contribution
- Human resource development support for municipalities and private companies

※各種事業には様々な役割が混在することから、事業推進として掲げる3本柱ごとに明確に分類できるものではないが、主な目的に沿って整理。

Organizational management

- Enhancing human resource development/organization system ● Establishing a stable management base
- Promoting work reform ● Strategic public relations

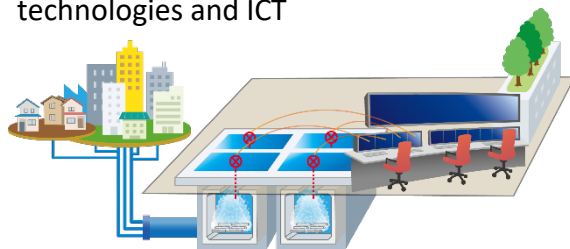


- Play a required role in the continuity and evolution of wastewater business
- Improve the quality of wastewater treatment facilities and pumping stations, including public procurement, and enhance their long term/comprehensive support
- Support municipalities in their problem solving, O&M, disaster control to promote sustainable wastewater business

① Retrofit



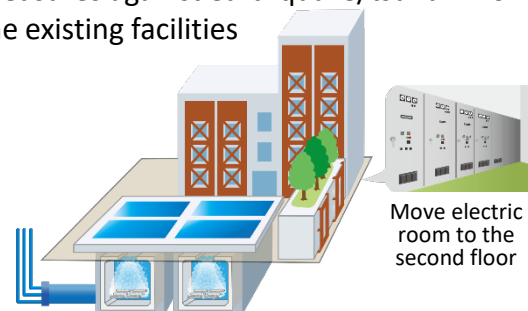
- ✓ Efficient and systematic support
- ✓ Applicable energy-saving or downsizing
- ✓ Reduction of lifecycle costs by new technologies and ICT



② Earthquake/Tsunami



- ✓ Seismic diagnosis
- ✓ Measures against earthquake/tsunami for the existing facilities



Move electric room to the second floor

③ Flood inundation



- ✓ Water-resisting measures including stormwater pump stations
- ✓ Development support of Inland flood hazard map
- ✓ Joining the flood task force, development support for stormwater management plans



④ Disaster control



- ✓ Prompt and consistent support
- ✓ Enhance cooperation with municipalities and related organizations by sharing database including the existing facilities' drawings
- ✓ Enhance training at normal time



関係団体等 JS

⑤ Business management



- ✓ Comprehensive support for the sustainable and progressive wastewater business management
- ✓ Support municipalities to develop business management strategies, including policy changes for their healthy wastewater business management



⑥ O&M



- ✓ JS support menu expands O&M assistance
- ✓ System enhancement for high-quality O&M and business management of sewerage systems, including pipelines



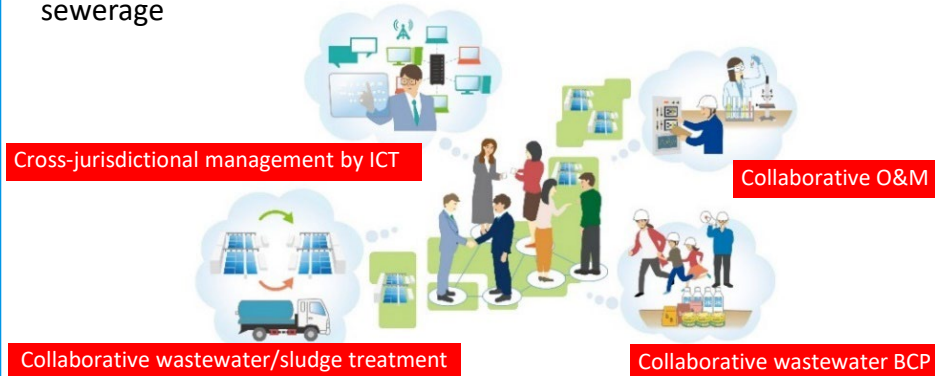


JS predicts the future and tackles required roles to cope with population decline, aging, and environmental and energy issues. Based on this approach, JS leads wastewater business reform aggressively.

① Cross-jurisdictional Collaboration



- ✓ Promote the cross-jurisdictional collaboration between municipalities
- ✓ Support the comprehensive monitoring and O&M of regional sewerage



② PPP/PFI



- ✓ Full support of PPP/PFI from project formation to completion
- ✓ Promoting DBO package including design, construction, and O&M



③ Achievement of Carbonless Society



- ✓ Promoting the adoption of energy-saving or resource/energy utilization technologies
- ✓ Support the commercialization of renewable energy such as energy creation



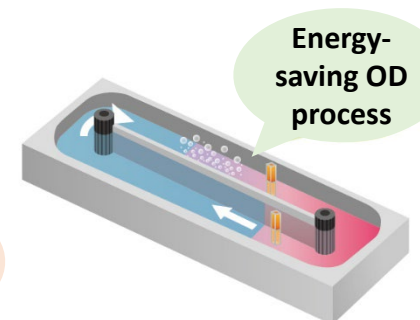
④ New Technology Development/Utilization



- ✓ Encourage developing and utilizing innovative carbonless technologies
- ✓ Utilize JS Innovation Program



Steel digestion tank



Energy creation

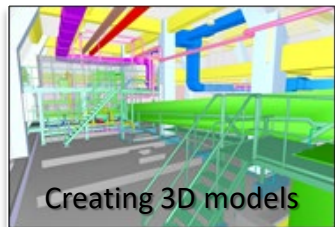


JS, as a platformer, contributes the social development through DX promotion, ICT development, technology standards development, global assistance, and human resource development.

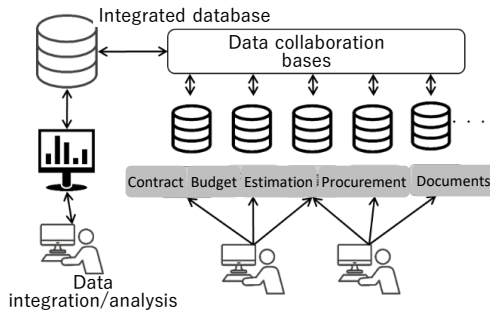
① DX promotion: development, practical application, diffusion of the leading-edge ICT



- ✓ Promoting innovation using digital technology, including BIM
- ✓ Operation streamlines by the common master and the existing data. Quality secure by knowledge management



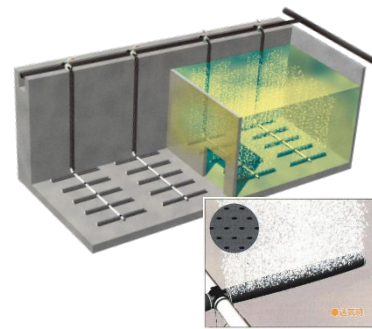
- Clash detection
- Visualizing bring in/out routes
- Quantity survey, evidence materials
- Creating 2D drawing from 3D model



② Technology Standards Development



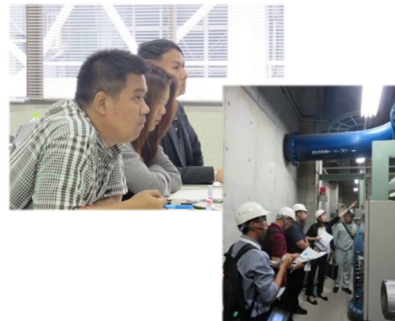
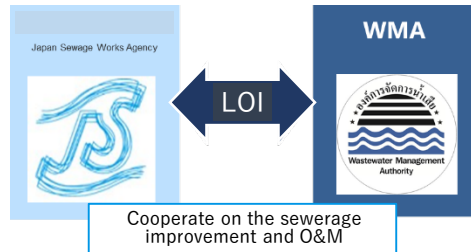
- ✓ Reflecting ICT/digital or new technologies to technology standards to improve/secure qualities of design and construction.
- ✓ Quick standardization based on the post-evaluation of new technologies



③ Global water business support and international contribution



- ✓ Promote overseas project forming, planning, construction, and O&M to encourage domestic wastewater institutes to join the global market
- ✓ Support the presence of Japanese technologies in the phase of project formation



④ Support HRD of local government officers and private engineers



- ✓ Improve online training program, enrich program menu including hybrid of accommodation and online training
- ✓ Provide better training environment using a new accommodation building





- Promote HRD and organization system improvement. Stable hire to inherit technical power.
- Establish stable management basis by healthy financial condition and strong governance.
- Achieve work-life balance and improve the working environment, meeting employee's various needs
- Collect stakeholder's requirements and needs and disseminate information effectively for understanding and trust

1. Enhancement of HRD and Organization System



Human Resource Development

- ✓ Planned job type training, OJT, Productive technology succession

Secure Human Resources

- ✓ Stable, planned personnel employment
- ✓ Accept engineers from municipalities to activate the organization

Establish a New Organization/business Implementation System

- ✓ Secure organization system and optimize human resource allocation to improve productivity by digital transformation and streamline business operations
- ✓ Balanced management of direct management and outsourcing
- ✓ Make a collaboration with related organizations, opinion exchange, trials



2. Establish Stable Management



Secure Profitability

- ✓ Establish the stable management base by the strong governance
- ✓ Planned and focused investments improve operation productivity

Risk Management

- ✓ Enhance compliance
- ✓ Safety management of construction works
- ✓ Quality improvement of design and construction
- ✓ Proper management of bidding and contract system and contract project

3. Work Style Reform



- ✓ Promote "JS Health Declaration 2022" to improve employee's health and productivity, and sustainable business
- ✓ Reform for the diverse working style
- ✓ Establish information database to promote knowledge management and R&D



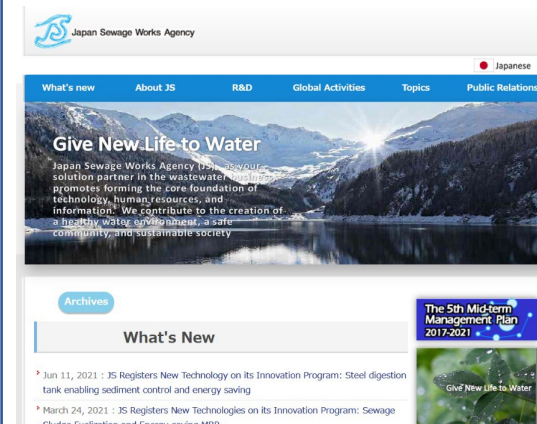
4. Strategic Public Relations

Promoting Municipal Understanding

- ✓ Explain continuously JS's roles and operations.
- ✓ Information sharing with municipalities

Enhancement of International Information Dissemination

- ✓ Boost English website



Sustainable Development Goals

The Sustainable Development Goals (SDGs) adopted at UN summit in 2015 are “the blueprint to achieve a better and more sustainable future for all”. JS has a common principles and management policies with SDGs' policies and directions. As municipalities' solution partner, JS will contribute achieving SDGs

