

Japan International Cooperation Agency (JICA)
Mongolia-Japan Center for Human Resources Development (MOJC)

PROJECT FOR ENHANCED FUNCTION
OF MONGOLIA-JAPAN CENTER FOR
HUMAN RESOURCES DEVELOPMENT
FOR CAPACITY DEVELOPMENT AND
NETWORKING OF BUSINESS PERSONS

Final Report

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List of Major Abbreviations

C/P	Counterpart
EPA	Economic Partnership Agreement
GDP	Gross Domestic Product
IMF	International Monetary Fund
JETRO	Japan External Trade Organization
JICA	Japan International Cooperation Agency
KPI	Key Performance Indicator
MBA	Master of Business Administration
MNCCI	Mongolian National Chamber of Commerce and Industry
MOJC	Mongolia-Japan Center for Human Resources Development
NUM	National University of Mongolia
ODA	Official Development Assistance
OJT	On-the-Job Training
PDCA	Plan-Do-Check-Action
PREX	Pacific Resource Exchange Center
QCD	Quality-Cost-Delivery/Time
RPE	Relo Panasonic Excel International Co., Ltd.
TPS	TOYOTA Production System
5S	Seiri, Seiton, Seisou, Seiketsu, Shitsuke

Chapter 1. Outline of the Project

1.1 Background of the Project

The Mongolian economy has been rapidly growing, driven by the development of mineral resources such as coal and copper. In 2013, the country recorded a substantial GDP growth of 11.6% (Source: JETRO Mongolia Economic Overview, March 2020) with a per capita GDP of \$4,294 (Source: IMF World Economic Outlook, October 2019). However, the drop in value of mineral resources in recent years has led to a declining economic environment with shrinking GDP growth rates of 7.9% in 2014, 2.4% in 2015, and 1.2% in 2016. Further, the benefits of rapid growth have not extended to the poor population, as the poverty rate (earnings of less than \$2 per day) has either remained flat or worsened. Foreign investment outside the mining industrial field has also failed to increase, resulting in little forward progress in other industries. Job creation from mining industry, which accounts for around 20% of GDP and 80% of exports, has also been negligible. This has caused concerns over massive unemployment especially of the younger population. Against this backdrop, developing and strengthening the capacity of SMEs has become a major issue for Mongolia in terms of industry diversification and job creation.

In January 2002, the Japanese government launched Phase 1 of the "Mongolia-Japan Human Resources Development Cooperation Center (MOJC) Project," a technical cooperation project aimed at supporting Mongolia's transition to a market economy. After completion of the base facility through the grant aid project, "Construction Plan for Mongolia-Japan Center for Human Resources Development," full-scale activities began upon the opening of MOJC in June 2002. Since that time, Japan has supported both the development of Mongolia's business persons and the strengthening of relations between Mongolia and Japan through the "Mongolia-Japan Human Resources Development Cooperation Center Project" (Phase 2) and the "Project for Capacity Development of Business Persons through Mongolia-Japan Center for Human Resources Development" (Post Phase 2).

Since MOJC's opening in 2002, several years of cooperation has resulted in some 12,000 Business Course participants by the end of the Post Phase 2 project in 2015, and believed that MOJC has played a role in supporting the initial transition towards a market economy. However, as Mongolia continues to undergo rapid economic growth, the management knowledge and know-how companies need to expand their business is growing increasingly more advanced and complicated. In response, today's MOJC is expected to provide high level business training, on-site guidance and consultation that will teach people the skills they need. In the past, support was focused mainly on small and medium-size enterprises (SMEs). However, new needs are surfacing such as training of the government staff responsible for promoting SME development including the requests to MOJC from the Mongolia SME Agency (established in 2008) for cooperation in their staff training. Further, with the Japan-Mongolia Economic Partnership Agreement (EPA) coming into effect in June 2016, an even stronger economic relationship

between Mongolia and Japan is expected, thereby increasing the need for exchange between business persons of companies in Japan and Mongolia.

Given these changes, MOJC must fill a new role as a hub for developing business professionals and exchange activities in order to contribute to sustainable industrial development in Mongolia and reinforce economic relations between Japan and Mongolia. To do this, MOJC must treat as assets, utilize, and expand the information and networks that it has built up through years of cooperation with core managers and companies.

The currently underway "Project for Enhanced Function of the Mongolia-Japan Center for Human Resources Development for Capacity Development and Networking of Business Persons" (hereinafter, "the Project") was launched in April 2015 with a cooperation period of five years. The Project has provided cooperation centered on (1) establishing procedures and systems to implement and improve training to managers, and (2) strengthening the administrative structure responsible for operating MOJC. And this time, (3) establishing a framework to promote exchange between business persons in Japan and Mongolia will be added as a new initiative. Through these efforts, MOJC aims to be a hub for businessperson development and exchange activities, thereby contributing to Mongolia's industrial diversification and helping strengthen economic relations between Japan and Mongolia.

1.2 Project Overview

1.2.1 Goals

- 1) Project title: Project for Enhanced Function of the Mongolia-Japan Center for Human Resources Development for Capacity Development and Networking of Business Persons
- 2) Overall goal: MOJC contributes to strengthened business ties between Mongolia and Japan and diversification of industries in Mongolia through development and networking of business human resources.
- 3) Project Purpose: MOJC becomes the Center of development and networking of business human resources.
- 4) Relevant ministries: Ministry of Education, Culture, Science and Sports (coordinates with relevant ministries and agencies, supervises and supports Mongolian national universities including MOJC), National University of Mongolia (supervises and supports MOJC), Ministry of Food, Agriculture and Light Industry, Ministry of Finance, etc.
- 5) Project implementation system: The Project system includes a chief expert, namely the Japanese expert, who assists operation of the Project under a team of local directors. From the Japan side, one chief advisor and one specialist in business coordination/industry-academia collaboration have been dispatched to

Mongolia. Since October 2017, one person has also been dispatched to provide business networking support. Collectively, these three Japanese experts are referred to as Long-Term Experts.

The Mongolia side consists of around 25 staff members including the local director.

6) Period of the Project: Five years from April 2015 to April 2020

1.2.2 Expected outputs

Output 1) System to implement and improve the business services is established, whose contents are practical, consistent with needs of private sector including SMEs, and contribute to improvement of business performances of private sector including SMEs.

- 1-1 Conduct needs survey on the trend of industries that have high potentials to grow and business human resources in Mongolia, and analyze the survey's results.
- 1-2 Develop the mid-term strategy on the business services at MOJC, whose contents include strategy of sales/marketing of MOJC's activities, public relations, and training of Local lecturers with their expected roles.
- 1-3 Develop the annual operation plan on the business services at MOJC, and conduct the services in accordance with the plan.
- 1-4 Establish the system to monitor and evaluate the business services and improve it continuously.
- 1-5 Improve the contents of the business services with reflection of the evaluation and monitoring results.
- 1-6 Conduct trainings on capacity development of government officers engaged in SMEs development, and provide advices to the government officers on SMEs development.
- 1-7 Conduct seminars and provide information on collaboration between industries and universities.

Output 2) System to network between Mongolian and Japanese human resources mainly business field is developed.

- 2-1 Organize the accumulated data on the personnel who received the business services of MOJC to raise its usability for networking activity.
- 2-2 Support networking and collaboration of human resources mainly in the business field through networking events and/or providing information.
- 2-3 Collect information on good practices and/or successful case examples of the business services of MOJC, and conduct public relations activities.

Output 3) The institutional structure to manage the MOJC is strengthened.

- 3-1 Develop the mid-term strategy of MOJC as a whole, and implement, and update it.
- 3-2 Develop the annual operation plan of MOJC as a whole, and implement it.
- 3-3 Develop the mid-term and annual financial plan of MOJC as a whole, and implement it.

- 3-4 Conduct public relations strategically and efficiently on the activities and outputs of MOJC in Japan and Mongolia with an eye to raise public awareness of MOJC.

1.2.3 Outputs that the Project should achieve

Outputs that the Project should achieve are given below.

- (1) Business Courses are held, and participants are able to acquire practical knowledge and expertise on company management.
- (2) The operating structure of the Business Course Department is strengthened, enabling MOJC to self-reliantly plan and manage Business Courses.
- (3) Local lecturers are secured and trained, and the percentage of courses taught by Local lecturers rises.

1.3 Operational Flowchart

Figure 1 shows the operational flowchart.

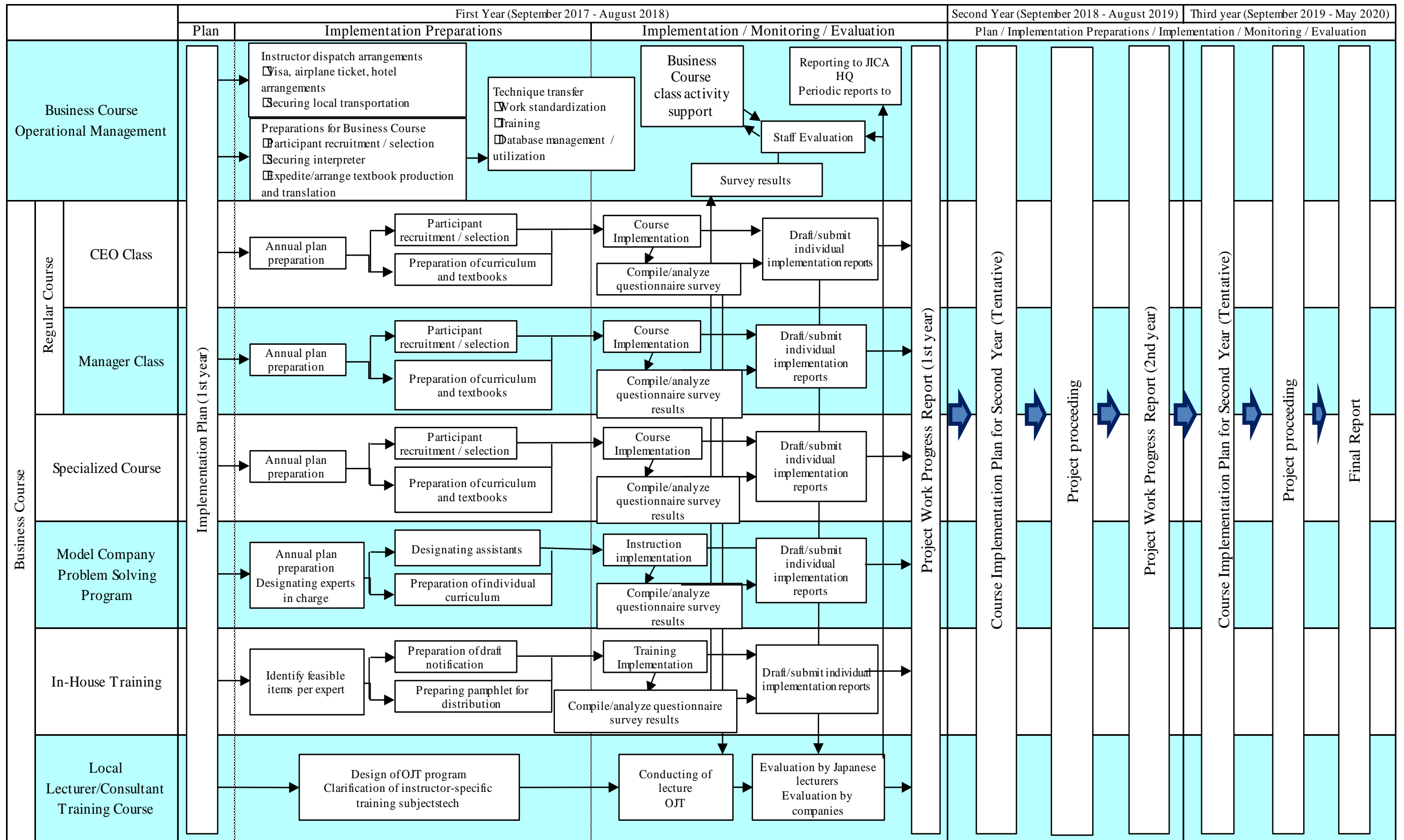


Figure 1 Project Implementation Flowchart

Chapter 2. Action Plan

2.1 Business Courses

Business Courses at MOJC mainly consist of 'Regular Courses' and 'Specialized Courses' held at the Center; 'In-House Training' and 'Model Company Problem Solving Program' where a lecturer is dispatched to a company to provide training on site; and a 'Local Lecturer/Consultant Training Course' composed of two years of OJT and one year of field training.

In terms of OJT for MOJC Business Course staff, the Consultant provides guidance on how to approach course design, how to set themes for In-House Training, and key points on selecting model company candidates.

2.1.1 Business Course Implementation Framework

Business Course activities included the implementation of the two courses of 'Regular Course (CEO Class, Manager Class)' and 'Specialized Course' as well as activities outside the Center, specifically the 'Model Company Problem Solving Program' and 'In-House Training'. Meanwhile, new efforts included the development of a 'Local Lecturer/Consultant Training Course' as well as three years of training held for Local lecturers to benefit the Center. See Appendix 1 for results and details of 'Regular Course' and 'Specialized Course'.

The following shows a general outline and content of Business Courses held in this project. Third Year is the final year of this project, and its duration has been reduced by 3 months from 10 to 7 months. The number of Regular Courses was increased from 1 to 2 times as a trial period for the next phase, thereby making it possible for all applicants to take the course. Because of this, the subject number of Specialized Courses was refined down to 4 subjects versus 14 in the previous year due to schedule restrictions. Due to the impact of measures to prevent the spread of COVID-19, courses could not be held after February 2020 and were instead carried over to the next phase.

Table 1 Outline and Content of Business Courses

Type	Outline	Content
1)-1 Regular Course (CEO Class)	Target: CEOs of small, medium and large enterprises Capacity: Up to 40 participants per class Period: Around 3 months, 6 days x 4 subjects	To strengthen CEOs' problem-solving abilities. (1) Management Strategy (2) Marketing (3) Human Resource Management (4) Financial Management
1)-2 Regular Course (Manager Class)	Target: Managers of small, medium and large enterprises Capacity: Up to 40 participants per class Period: Around 3 months, 5 days x 4 subjects	To acquire practical knowledge and improve practical skills as a manager. (1) Management Strategy (2) Marketing (3) Human Resource Management (4) Financial Management (Local Lecturer)

Type	Outline	Content
2) Specialized Course	Target: Business persons engaged in specialized work or requiring specialized knowledge Capacity: 25–30 participants per class Period: Around 5 days per subject	To enhance knowledge in a specialized field and increase practical skills. (1) Marketing (Advanced/E-Commerce) (2) Store Management (3) Management Simulation (4) Quality and Production Management (5) Quality and Production Management (Advanced/TPS) (6) Financial Management (Advanced) (7) Human Resource Management (Advanced) (8) EPA-Practical use from Business Point of View (9) Business Analysis by Excel (10) KPI (11) Business Development through Exhibition (12) Funding and Business Plan (13) Culture and Management (from Business Matching to Business Launch) (14) Trade Strategy
3) Model Company Problem Solving Program	Target: Companies of Regular Course graduates Capacity: 3–4 companies per year Period: 7 months (6 teaching sessions on average)	To analyze problems faced by companies, narrow down the issues, and provide the guidance necessary to formulate solutions. To develop companies in which the improvement (kaizen) process becomes a model for other companies to follow.
4) In-House Training	Target: Companies in general	When a request is received from a company, training subjects are customized and a lecturer is dispatched to the company to provide training on site.
5) Local Lecturer/Consultant Training Course	Target: Persons with business experience who can take over as future lecturers for the Center Capacity: A few select participants Period: 2 years (field training starts from 3rd year)	Future lecturer candidates expand knowledge through classroom learning/company visits in 'Quality and Production Management' and 'Marketing' fields, and receive OJT from Japanese lecturers for model company guidance. Field training starts from the Third Year when the learning period ends.
6) Open Business Seminars	Target: General	To deliver roughly 1.5 hour subjects and topics covered in Specialized Courses primarily for the purpose of introducing them to the public.

2.1.2 Training in Japan

Training in Japan was held twice in this project period, mainly for Regular Course graduates. Details are described in Chapter 3.

2.2 Impact Survey Implementation

The purpose of the impact survey was to assess the impact of Business Courses by comparing the results of MOJC course participant companies against non-participant companies, and utilize the findings in designing future courses. However, upon considering the difficulty of collecting data with interview surveys given to non-participating companies, as well as the effectiveness of doing so, it was decided to focus the survey on the 50 companies that actually completed an MOJC Regular course.

This survey, conducted in FY2019, investigated the sales trends, profit margin trends, employee number trends, employee turnover rates, etc. of target companies after taking the course, and compiled them into a single report (see attached 'Impact Survey Report').

The plan was to create supplementary teaching material for future Business Course participants by selecting from the 50 companies investigated in the Impact Survey, 11 companies characterized by improved sales, fewer defective products, a reformed personnel management system, and shifting employee satisfaction, and then prepare a compilation of success stories based on these. However, due to the impact of measures to prevent the spread of COVID-19, it was decided to carry this effort over to the next phase.

Chapter 3. Outputs of Activities

3.1 Outputs of the Business Course

[Participant Enrollment Trends]

Participant Enrollment trends for Regular and Specialized Courses during the five years of the Project are summarized below. All figures are based on the academic year at MOJC (September start, June finish). For the final year (Third Year), the number of Regular Courses was increased from 1 to 2 times (autumn/winter) to ensure that all applicants could attend. Due to this, the number of Specialized Courses was refined down to fewer courses. Since MOJC activities were suspended in the final year from the end of January 2020 due to measures to prevent the spread of COVID-19, results represent the period from September 2019 to January 2020.

The participants number trends are shown in Figure 2 below.

Also, Figure 2 does not include the participant enrollment of four courses not held due to measures to prevent the spread of COVID-19. These were the Third Year second runs of Regular Courses 'Human Resource Management' and 'Marketing', and Specialized Courses 'Store Management' and 'Management Simulation'. Also note that the two courses 'Production Management' and 'Store Management' were included in Regular Courses in 2015, but counted as Specialized Courses here for the sake of comparison parity.

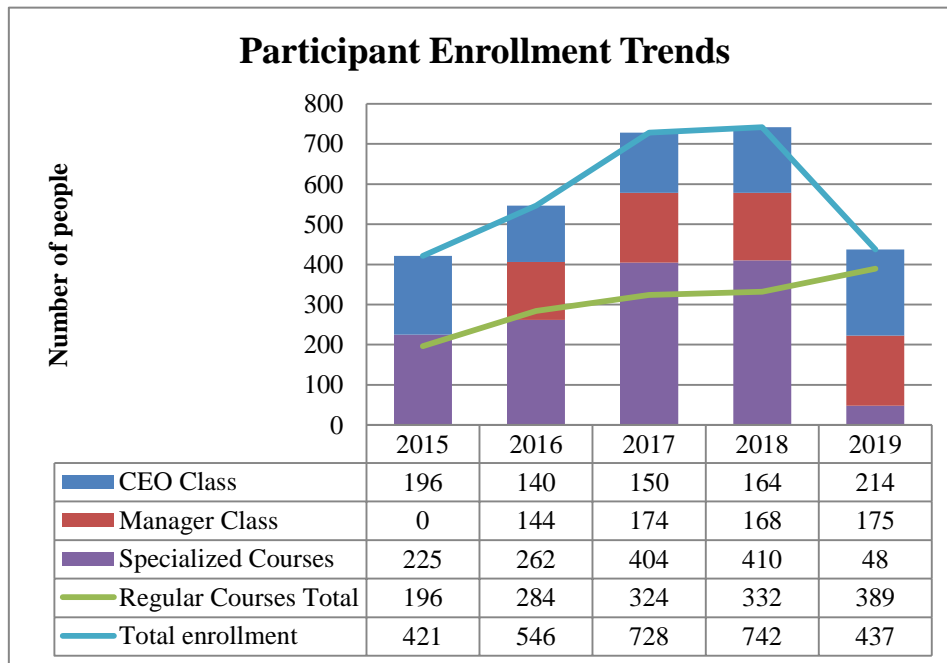


Figure 2 Participant Enrollment Trends

The number of participants peaked in fiscal 2018 with annual growth of 30% in both 2016 and 2017.

Based on results of the needs survey conducted in 2015, the Regular Course was separated into two classes from 2016: 'CEO Class' and 'Manager Class'. By being more tailored to meet

participant needs, their enrollment increased by 45%. As a result, despite recruiting with an original enrollment cap of 30 persons per class, the average enrollment per class achieved 41 persons for 2017 and 2018 Regular Courses. Meanwhile, Specialized Courses achieved an average enrollment of 34 people versus the originally forecast 25–30 people. In FY2019, the final year of the program, the actual duration was 6 months, but the Regular Course was held twice during this period in autumn and winter. Although this distributed participants over more courses, it still achieved 33 persons per class.

The number of participants also increased in Specialized Courses. This is believed to be the result of the new courses being favorably accepted, including 'Management Simulation', 'Business Analysis by Excel' and 'EPA-Practical Use from Business Point of View' which are well-aligned with the times and business needs. At the same time, providing courses on topics of interest such as 'Culture and Management' and 'Trade Strategy' for companies aiming to expand overseas is believed to have contributed to calling attention to the innovativeness of MOJC's Business Courses.

[Satisfaction Level Trends]

Participant satisfaction levels ('extremely satisfied' and 'satisfied') during this project period are shown below.

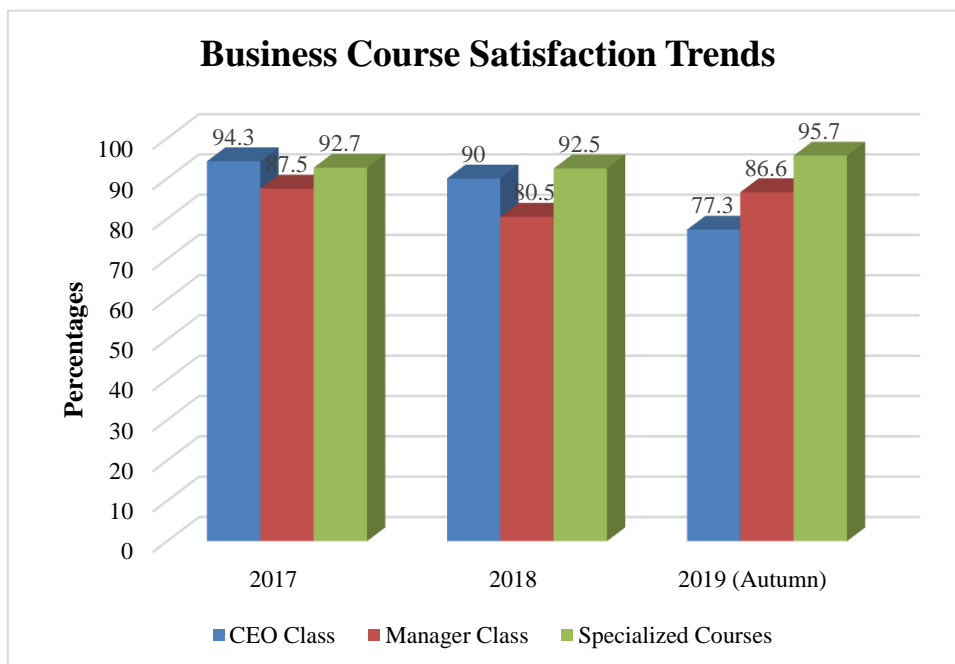


Figure 3 Business Course Satisfaction Trends

Participants' level of satisfaction is assessed via questionnaires for each course. Since FY2017, Specialized Courses have maintained a satisfaction level of at least 92%. One reason behind the high level of satisfaction is that Specialized Courses often incorporate participatory lectures that include group work, games, presentations and such, and have been devised to constantly

encourage participants' willingness to participate. As for the Regular Course, it includes several real-world case studies from Mongolia and other countries that have been well received as having practical effectiveness with management methods that can be actually applied and such. In contrast, as shown in Figure 3, the satisfaction level declined in Regular Courses in the 2018 and 2019 (autumn) terms. This was largely due to evaluation of the 'Marketing' course which fell well below past results. This is due to a number of factors that included a large amount of material left untouched due to lack of preparation for lectures by the lecturer; using a one-sided discourse style that afforded few active learning elements; and the inability to effectively convey concepts from the cases introduced. As a measure to recover from this, participants of 2019 (autumn) term participants were invited to attend a 'Supplementary Marketing Course' in Mongolia taught by a lecturer with proven experience.

3.1.1 Regular Course (CEO Class/Manager Class) Participant Analysis

[Regular Course Composition: Participant Age Group by Class]

In order to beat the competition in a market economy, it is important to demonstrate strengths as an organization, and fulfilling one's responsibility according to their role in the company is vital for bolstering the organization. From Second Year of the Project (2016), splitting the Regular Course into 'CEO Class' and 'Manager Class' was recommended and implemented to enhance the ability to deliver courses more tailored to job responsibilities. Analyzing the age-group trends of participants in each class allows us to verify that younger CEOs are being increasingly utilized.

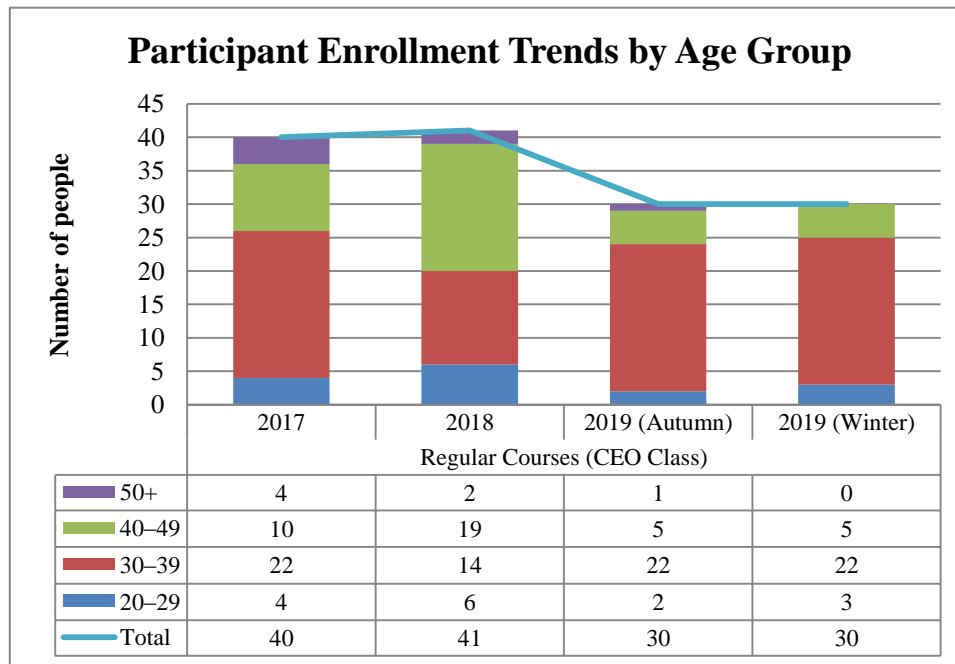


Figure 4 Participant Enrollment Trends by Age Group (CEO Class)

There were four CEO Class participants in their 50s in 2017 which dropped to just one in 2019. However, there was no significant change in the 29-and-under group. As for the core demographic of 30–40 year olds, there was a noticeable increase in participants in their 30s, revealing that most participants are in an age group that will gain the bulk of their experience from here out. The reason behind the decline is that the proportion of 40-year-olds in 2019 is believed to be that young CEOs in their 30s who were rejected for Regular Courses became able to attend when the course increased from once to twice per year, thereby affecting the ratio on a relative basis.

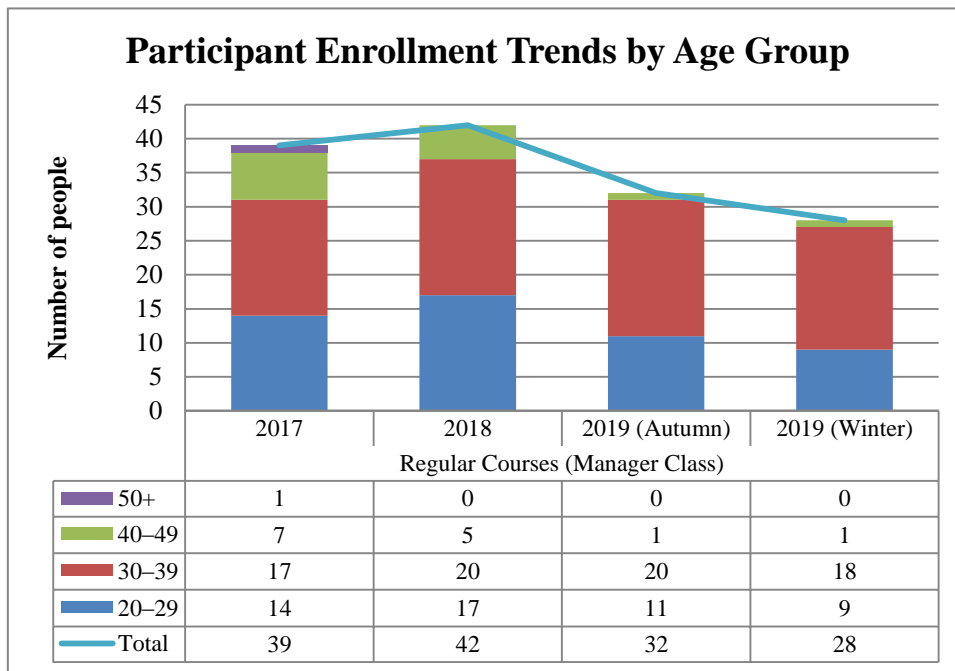


Figure 5 Participant Enrollment Trends by Age Group (Manager Class)

Most Manager Class participants are in their 30s, a demographic generally considered the core of business. If adding younger participants in their 20s, we can see that these two groups make up over 90% of enrollment. Given that 90% of CEO Class participants are in their 30s or 40s, we can conclude that those people at the core of future business are avidly enrolling in the Center's courses.

[Regular Course Composition: Company Position of Participants by Class]

Before promoting class-based courses for CEOs and managers, the Regular Courses had these positions mixed together in the same course. In a needs survey conducted in the first year of the Project, feedback indicated the wish to have courses available that differentiated based on company hierarchy, leading to the current two-class system.

To assess whether the course's aim is consistent with the participants' corporate hierarchy, the composition ratio of participants was analyzed separately for each hierarchy class.

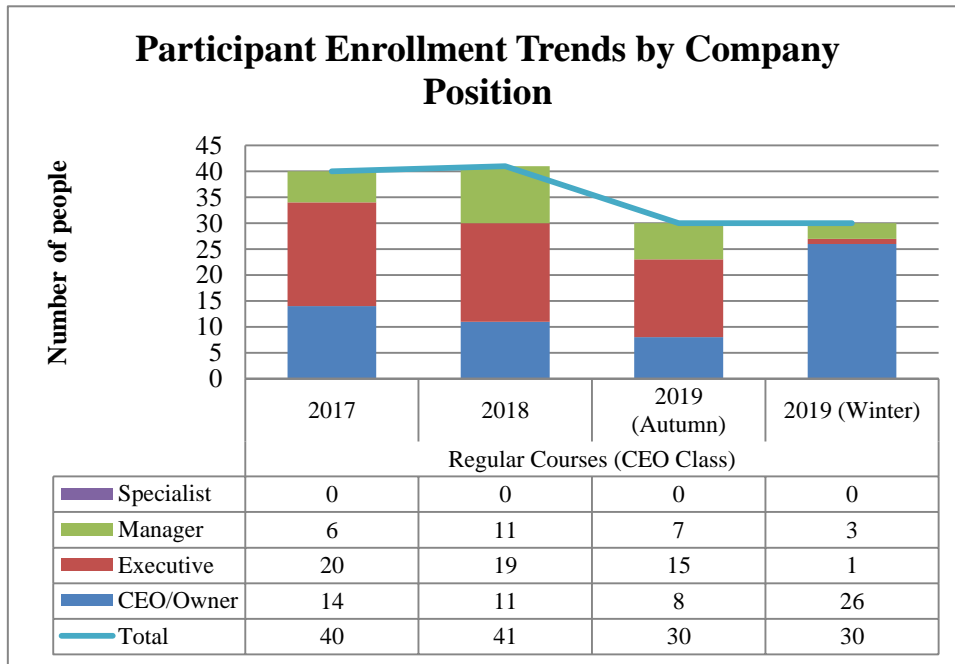


Figure 6 Participant Enrollment Trends by Company Position (CEO Class)

As expected, the CEO Class was composed of 73–85% executive/manager level participants, matching the intention of the course's design.

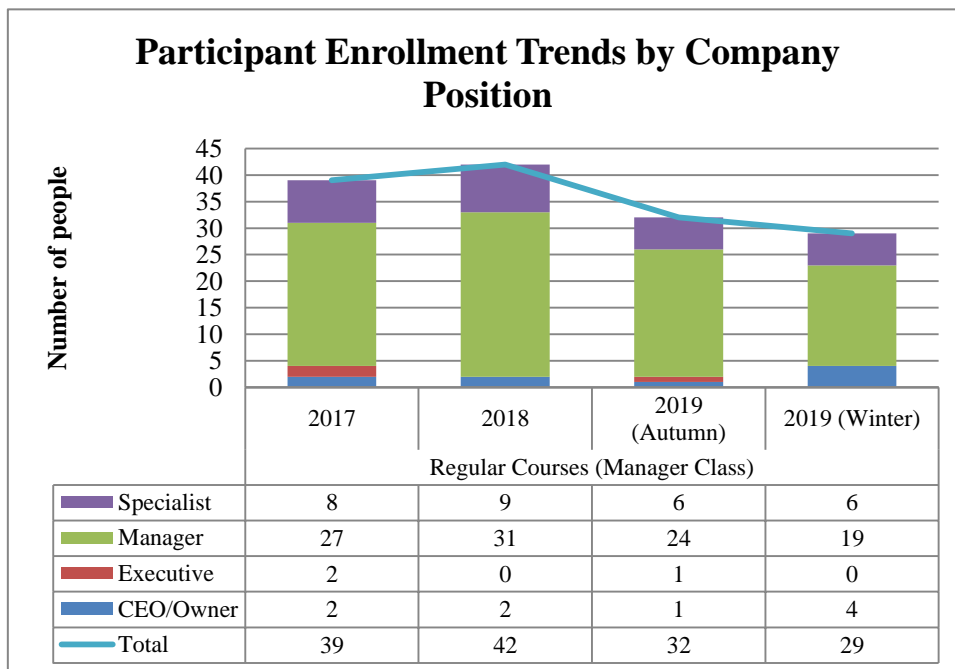


Figure 7 Participant Enrollment Trends by Company Position (Manager Class)

Even in the Manager Class, the composition ratio during the same period was quite high at 86–95%, indicating that the initial intention has become firmly instilled.

[Regular Course Composition: Participant Company Size by Class]

Analyzing the size of participant companies is important from the perspective of assessing contribution to SMEs in Mongolia.

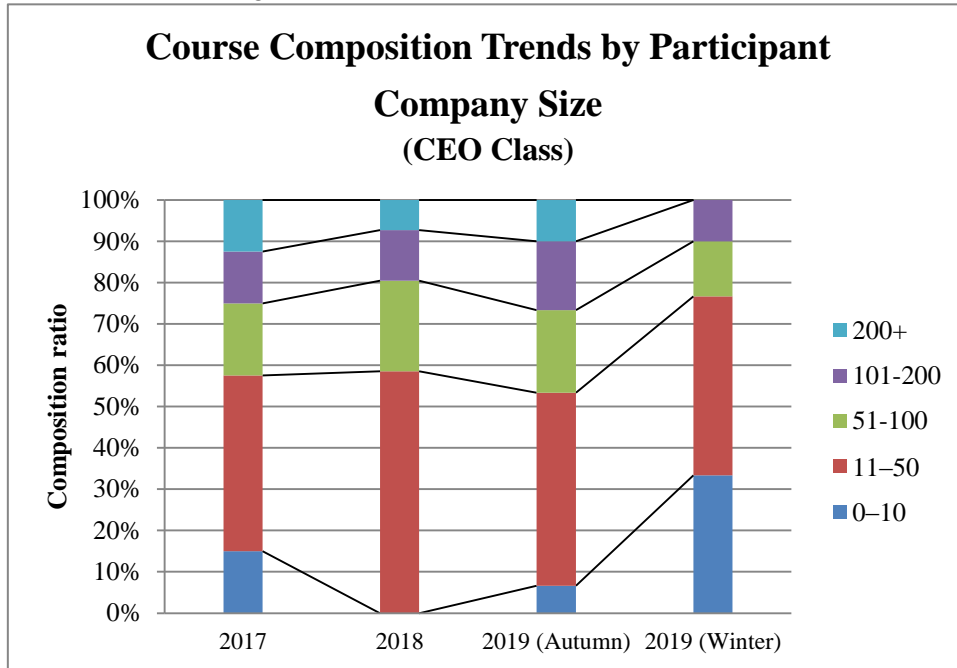


Figure 8 Course Composition Trends by Participant Company Size (CEO Class)

Companies with 50 to 100 employees have made up the majority of participant companies in the last three years, however, the final year, showed a sharp increase in the ratio of companies with less than 10 employees. The reason behind this is believed to be the increase in companies enrolling due to Regular Courses being held twice annually, thereby increasing diversity of participant companies.

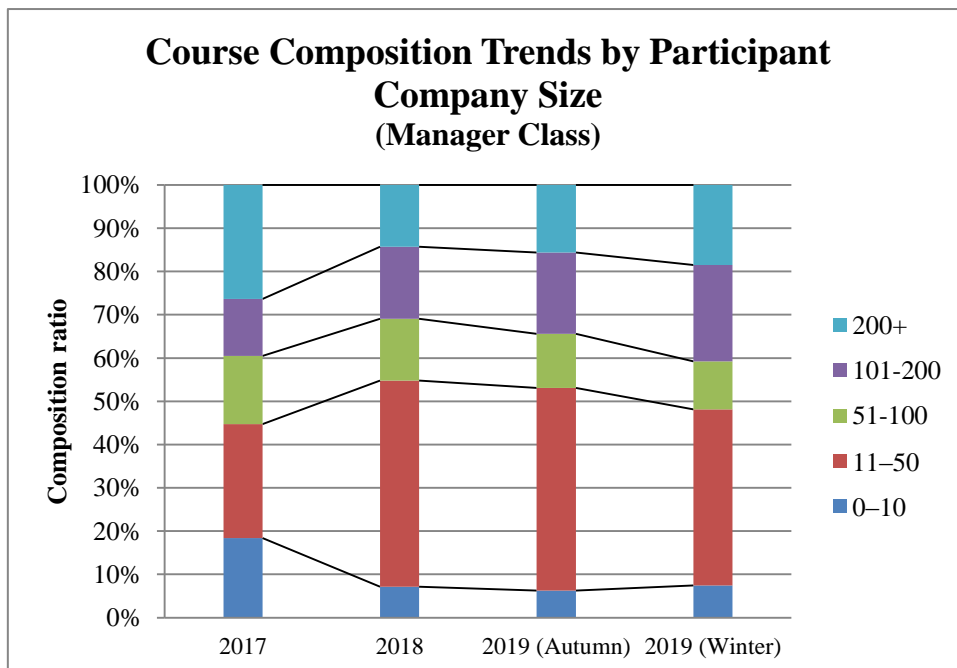


Figure 9 Course Composition Trends by Participant Company Size (Manager Class)

There has been no significant change in the composition ratio by company size for the Manager Class, and companies with 100 employees or less account for around half of the participants.

[Regular Course Composition: Participant Enrollment Trends by Industry]

As this project is expected to carry out activities that contribute to industry diversification, it is important that Business Courses delivered at the Center also contribute to the growth of industries outside mining. Analyzing trends in the industry types of participant companies in courses is useful in focusing attention on future growth areas, and can be used to design courses that factor in future matching opportunities with Japanese companies etc. or preparing business networking events.

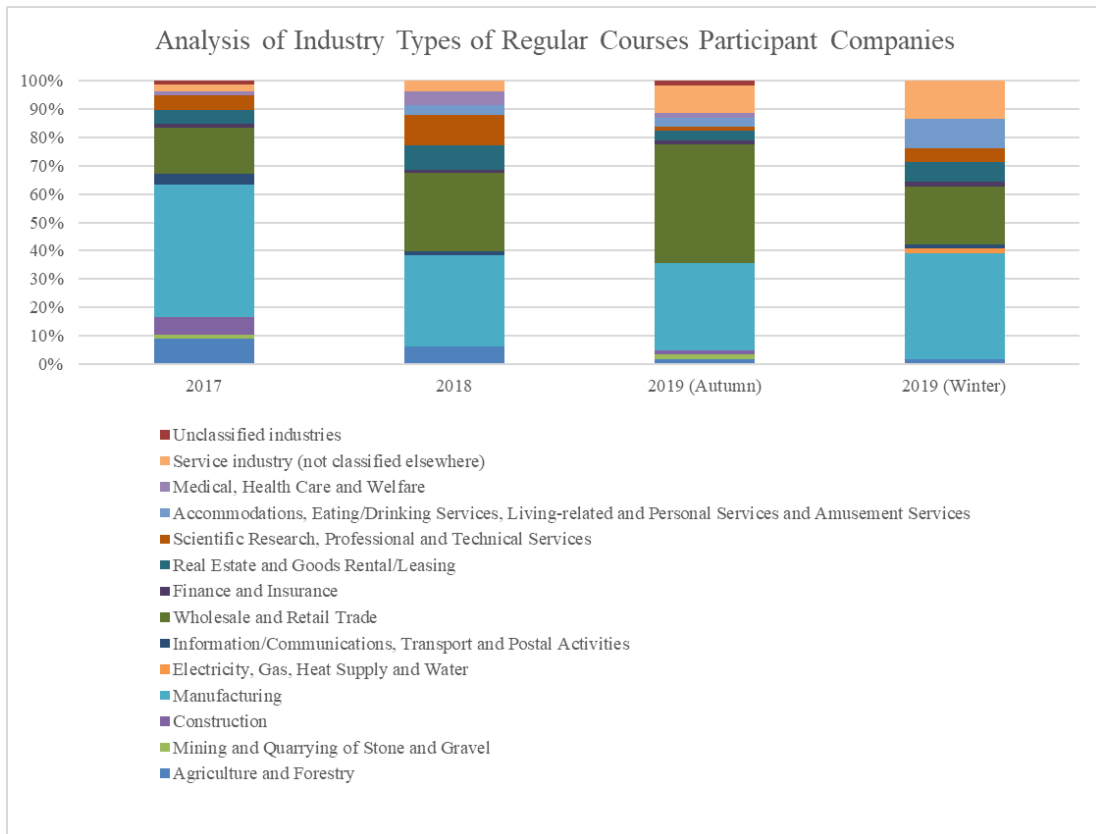


Figure 10 Analysis of Industry Types of Regular Courses Participant Companies

While it varies from year to year, the proportion of wholesale and retail trade industries is on a slightly declining trend while manufacturing industries are increasing. In particular, among participant companies enrolled in the 2019 (Autumn) course, there is a marked increase in those from the manufacturing industry, including furniture manufacturing and sales, cashmere product manufacturing and sales, and also dehydrated fruits and health foods. Among wholesale trade industry participants, which accounts for a large percentage of the composition ratio, many companies are wholesale goods imports, especially through overseas transactions. By being

aware of these growth fields, they can be utilized for future course design as well as for business matching with Japanese companies. Given that these are growth areas in terms of course design, in order to promote a shift from a product-oriented to market-oriented mindset, it is important to establish a process flow in which analyses of market size and changes in consumer needs are incorporated in product planning; manufacturing quality is maintained and improved; human resources needed to support these efforts are developed; a management strategy that looks to the future is set; and a clear management philosophy is established. Doing this it believed will contribute to strengthening market competitiveness. For companies focused on business networking with Japanese companies it will also be important to reconsider updating and re-offering courses aimed at matching Mongolian companies with companies overseas, such as the three 'Culture and Management', 'Business Development through Exhibition', and 'Trade Strategy' series courses held during Second Year in this project. To achieve successful matching, it will be important to have training that is conscious of how exhibitions are implemented in Japan.

Note that industry classification is based on the Japan Standard Industry Classification (JSIC) published by the Ministry of Internal Affairs and Communications (see Appendix 2).

3.1.2 Specialized Course Results

A total of 29 Specialized Courses were implemented in this project with 862 participants taking them. The number of Specialized Courses was reduced due to implementation of Regular Courses twice in Third Year. Also, as mentioned above, the Third Year courses 'Store Management' and 'Management Simulation' were not held.

Nevertheless, participant satisfaction remained high at 92–95%. This is considered to be the result of courses being favorably accepted by Mongolian companies as a result of developing courses that meet the needs of participants. Meanwhile, the three courses of 'Business Development through Exhibition', 'Culture and Management', and 'Trade Strategy' which were developed for companies aiming to expand overseas, enrolled only 13 to 16 participants. Thus, tapping into potential demand from companies interested in expanding overseas is an issues should be addressed going forward. (see Appendix 1). At the same time, it is also likely that introducing business success stories through FOODEX and business networking meetings with Japanese companies can contribute to identifying demand.

3.1.3 Implementation results of Model Company Problem Solving Program/In-House Training

[Model Company Problem Solving Program]

During the project period, training was provided to 13 model companies. Of these, two companies dropped out due to issues with the lecturer's schedule as well as other issues and training content, meaning that training aimed at problem-solving could only be completed at 11 of the companies.

As far as the selection process, first a list is prepared of companies that submitted the requested paperwork. Next, the Project Leader narrows down the most promising candidates by interviewing, visiting companies, and screening paperwork. Finally, the model companies are determined based on discussion between relevant parties. Once determined, the challenges faced are re-confirmed, consent is obtained from the company, training is provided (on-site and group guidance), an evaluation is conducted and future issues are assessed. When this was carried out, the method adopted was for multiple Japanese and Local lecturers to work as a team to come up with solutions to the problems faced by the model company.

Table 2 below shows a list of industry types, issues, and outputs for the 13 companies. Of the 13 target companies, the beneficial outputs were achieved for all companies except the two companies that dropped out. The outputs were reflected in behavioral change, as well as CEOs' comments such as, "I used to admonish staff for making mistakes, but instead of making it just their problem, I learned to combine knowledge with them to work towards eliminating mistakes," and "I learned the importance of management leadership that aims to instill the concepts of 5S (seiri (neatness), seiton (orderliness), seiketsu (cleanliness), seiso (cleanness), and shitsuke (discipline))." The future challenge will be to establish a framework in which all companies can self-reliantly operate and manage this.

Table 2 List of Model Company Problem Solving Programs

Year	Company	Industry type	Theme	Managing lecturer	Outputs and Issues
September 2017 – June 2018	Asterrisk Technology	Business software design and sales	Establishing an after-sales service system	Lecturer Uehigashi Lecturer Hirakawa	Not completed
	Autosos	Traffic accident insurance processing agent	Established a human resource development program	Lecturer Yamazaki Lecturer Hirabayashi Local lecturer	Evaluation system set up and operating
	Dolonboldog	Kitchen furniture manufacturing and sales	Production management and reduction of defective products	Lecturer Masuda Local lecturer	Faults from human error reduced from 42 to 20%

	Tsoba	Residential land development	Management Strategy	Lecturer Kawaguchi Lecturer Chigusa	Established a management strategy
September 2018 – June 2019	Monbakery	Bread and confectionery production and sales	Establishing a business strategy	Lecturer Kawaguchi	Created a common business strategy
	Summit Computer	Import and sale of PC-related products	KPI and evaluation	Lecturer Kawaguchi Lecturer Uehigashi	Not completed
	Monfood	Production and sale of granola based foods	HR management method	Lecturer Yamazaki Local lecturer	Turnover rate was improved (six ex-staff returned to work)
	Asylmura	Manufacture and sale of Kazakhstan embroidery products	Visualization of production control and processes	Lecturer Masuda Local lecturer	Reduced quality defects
	Snowfields	Production and sale of cashmere products	Improvement of store management and customer service	Lecturer Uehigashi	Customer service etiquette was improved
September 2019 – March 2020	AutoHub	Vehicle repair and maintenance	Work process improvement	Lecturer Masuda Local lecturer	Productivity was improved
	Khaan Jimis	Fruit based food processing	5S and kaizen in the production process	Lecturer Masuda Local lecturer	5S can now be carried out reliably
	Monhourus	Installation and management of electrical equipment	Rebuilding of its management strategy	Lecturer Kawaguchi	Achieved a common management strategy
	Monos Food	Food processing and sales	HR management and leadership development	Lecturer Yamazaki Local lecturer	In progress

[In-House Training]

In-House Training was implemented 50 times for a total of 29 companies.

The results of training are shown below. The evaluation questionnaire was administered to participant companies 31 times, revealing a high level of satisfaction at 93–96% ('extremely satisfied' or 'satisfied').

Companies are recruited for In-House Training in accordance with the dispatch period and expertise of lecturers. With target companies being those who completed a Business Course, MOJC staff take the lead in carrying out the entire process from determining whether the content can be taught by Japanese lecturers to creating the schedules and other aspects. The Japanese lecturer conducts interviews with the company directly during the preparatory meeting set up by MOJC and confirms the theme before the training begins. Because In-House Training is a custom-made course, the instruction format (including group work and game-based teaching) is flexibly tailored to the needs of the company.

Table 3 Results of In-House Training (FY2017)

[In-House Training] Results (September 2017–June 2018) and Participant Evaluation											
Company	Industry type	Teaching field	Lecturer	Implemented dates	No. of respondents	Extremely satisfied	Satisfied	Neutral	Somewhat dissatisfied	Very dissatisfied	Other
National University of Mongolia	Higher education	Management Strategy	Kawaguchi	Sep.22	15	5	10	0	0	0	0
		HRM teaching method	Yamazaki/ Hirabayashi	Oct.24	13	8	5	0	0	0	0
		Marketing teaching methods	Uehigashi	Nov.23	8	4	4	0	0	0	0
		Financial Management	Chigusa	Mar.5	13	0	9	4	0	0	0
		Management Simulation	Uehigashi	Apr.9	11	8	3	0	0	0	0
Kitchen All	Kitchen furniture manufacturing and sales	Store Management	Uehigashi	Nov.30/Feb.1	/	/	/	/	/	/	/
		Financial Management	Chigusa	Mar.9	8	1	7	0	0	0	0
		KPI	Kawaguchi	Mar.22	/	/	/	/	/	/	/
Shilen Khuits	Panels manufacturing and sales	Store Management	Uehigashi	Nov.27/28	/	/	/	/	/	/	/
		Competency and Evaluation	Hirabayashi	Feb.8	10	3	7	0	0	0	0
Vitafit	Beverage production	Management Strategy	Kawaguchi	Sep.25	/	/	/	/	/	/	/
Autosos	Insurance service	Office 5S	Masuda	Dec.15	18	8	10	0	0	0	0
MCPT	Coke (fuel)	Business collaboration (Skype)	Hirakawa	Jan.12	2	0	2	0	0	0	0
New Mongolian technical high school	Training	Competency and Evaluation	Hirabayashi	Feb.7	31	6	21	3	1	0	0
Tsoba	Land development	Financial Management	Chigusa	Mar.5/6	4	0	3	1	0	0	0
Batbaigal	Bread baking and sales	Financial Management	Chigusa	Mar.6/8	/	/	/	/	/	/	/
JurUr	Bread baking and sales	Store Management	Uehigashi	Apr.5	14	6	7	1	0	0	0
Angel Baby	Clothing	Store Management	Uehigashi	Apr.11	12	3	8	1	0	0	0
Erdenebulgan	Real estate	Funding	Adegawa	May.25	/	/	/	/	/	/	/
Joy Token	IT-related	E-Commerce	Sano	Jun.22	/	/	/	/	/	/	/
Total					159	52	96	10	1	0	0
Satisfied rate (avg.)						32.7%	60.4%	6.3%	0.6%	0.0%	0.0%

Table 4 Results of In-House Training (FY2018)

[In-House Training] Results (September 2018–June 2019) and Participant Evaluation											
Company	Industry type	Teaching field	Lecturer	Implemented dates	No. of respondents	Extremely satisfied	Satisfied	Neutral	Somewhat dissatisfied	Very dissatisfied	Other
Erdenebulgan	Real estate	KPI	Kawaguchi	Oct.1	8	5	3	0	0	0	0
		Marketing	Tamada	Nov.19	11	1	9	1	0	0	0
		Management Strategy	Kawaguchi	Nov.22	8	5	3	0	0	0	0
Doloon Boklog	Furniture Manufacturing	Hiring	Hirabayashi	Jan.17	17	3	13	1	0	0	0
		HR development	Yamazaki	Feb.20	8	5	3	0	0	0	0
Monfoodland	Food production	Marketing	Tamada	Nov.20	14	9	5	0	0	0	0
		Store Management	Uehigashi	Mar.24	8	2	6	0	0	0	0
International Hospital	Health care	Management Strategy	Kawaguchi	Oct.4	8	2	6	0	0	0	0
Nomin Construction	Construction	Marketing	Tamada	Nov.21	13	7	6	0	0	0	0
DBM Leasing	Leasing	Financial Management	Chigusa	Dec.11	12	10	2	0	0	0	0
Snowfield	Cashmere products manufacturing	Evaluation System	Hirabayashi	Jan.18/22	10	5	5	0	0	0	0
Asylmura	Embroidery products manufacturing	Leadership	Yamazaki	Feb.15	28	23	5	0	0	0	0
National University of Mongolia	Higher education	HR Development Workshop	Yamazaki	Feb.19	18	7	11	0	0	0	0
Summit	Retail	Store Management	Uehigashi	Mar.19/20	5	2	2	1	0	0	0
Khan Bank	Financial	Store Management	Uehigashi	Mar.23	43	10	28	2	2	1	0
Vitafit	Beverage production	Production Management	Masuda	Apr.1/2	24	9	15	0	1	0	0
Training for ministries	Ministries	Trade Strategy	Fujwara	Apr.9/10	16	3	12	1	0	0	0
Total					235	101	125	6	3	1	0
Satisfied rate (avg.)						43.0%	53.2%	2.6%	1.3%	0.4%	0.0%

Table 5 Results of In-House Training (FY2019)

[In-House Training] Results (September 2019–January 2020) and Participant Evaluation											
Company	Industry type	Teaching field	Lecturer	Implemented dates	No. of respondents	Extremely satisfied	Satisfied	Neutral	Somewhat dissatisfied	Very dissatisfied	Other
National University of Mongolia	Higher education	Web marketing	Aoumi	Nov.4	8	2	5	1	0	0	0
Teso	Services	Production control and automation	Masuda	Nov.13	12	1	10	1	0	0	0
Batbaigali	Bread baking and sales	TPS (JIT)	Masuda	Nov.15	18	3	15	0	0	0	0
Total					38	6	30	2	0	0	0
Satisfied rate (avg.)						15.8%	78.9%	5.3%	0.0%	0.0%	0.0%

3.1.4 Results of Local Lecturer/Consultant Training Course

The 'Local Lecturer/Consultant Training Course' was launched in Second Year of the Project in order to secure the human resources needed to achieve MOJC's self reliance. The training period consisted of two years of theory, practice, and off-site training, with an additional third year of training.

The course is fee-based and offered on an open recruitment basis, and 2 of 7 the general candidates were selected for training. In the selection process, MOJC staff interviewed candidates (with the Project Leader joining as observer) to assess the candidate's level of expertise, communication skills, experience, etc., upon which candidate selection was made by MOJC.

Since this activity utilizes the time when the Japanese lecturer is dispatched to teach Business Course lectures, it differs from full-scale Consultant training programs in that it aims to produce outputs in a fast and visually-obvious manner. It therefore focuses on quality and productivity fields centered on '5S', and the marketing field centered on 'Store Management/Customer Management'. For this reason, two Local lecturers capable of teaching '5S' and 'Store

Management/Customer Management' which include detailed local case studies, were trained and granted certificates of completion from MOJC in 2019 and 2020.

These two lecturers are currently being entrusted by the Center to, for instance, conduct lectures for Basic Courses and carry out follow-up work for the Model Company Problem Solving Program. In this way, MOJC gives lecturers opportunities to carry out activities after the course is completed, while MOJC is also able to use them as a lecturer network. This is helping promote a good relationship between Local lecturers and MOJC.

Figure 11 below shows the general flow for guidance.

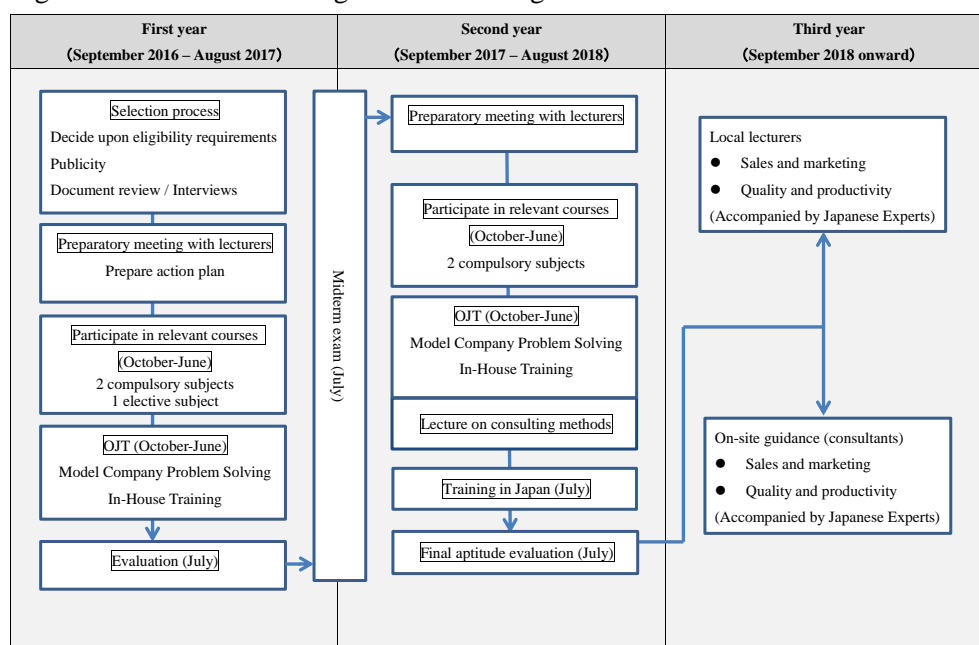


Figure 11 General Flow for Guidance in the Local Lecturer/Consultant Training Course

3.1.5 Training in Japan Acceptance Results

During the project period, MOJC mainly handled selection of persons for the second Training in Japan from outstanding participants in Regular Courses, staff of participant companies in the Model Company Problem Solving Program, MOJC staff, persons related to the C/P organizations and such. In summary,

- (1) 'Practical Business Administration' ran from September 3 to 14, 2018 (18 participants)
- (2) 'Practical Business Administration' ran from September 2 to 13, 2019 (25 participants)

The above Training in Japan aims to supplement the lectures and discussions held at MOJC, deepen understanding and to help in own companies' management improving by allowing participants to see how concepts learned in the 'Model Company Problem Solving Program' as well as Regular Course etc. lectures/discussions are implemented in actual Japanese company settings, and observe what kind of management strategies Japanese company managers are using in their day-to-day business activities. As a necessary step to enter into business tie-ups

with Japanese companies in the future, this training is also expected to provide a forum for business persons exchange to interact with Japanese companies interested in doing business in Mongolia. For this reason, JICA Long-Term Expert in Mongolia, Ko NAKAMURA (business networking field) accompanied the group during part of the itinerary and delivered business seminars.

The overall concept of the training is shown in the figure below.

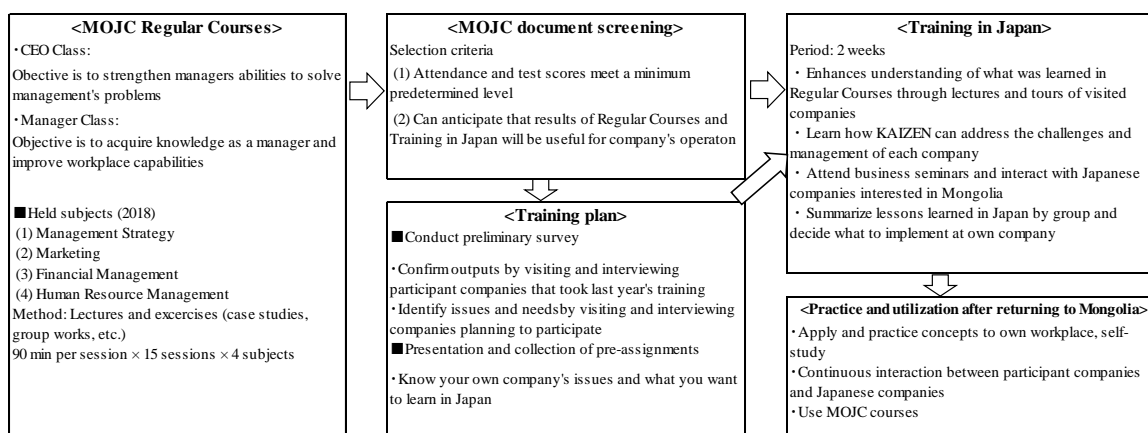


Figure 11 Overall Concept of Training in Japan

See Appendix 3 'Training in Japan Acceptance Results' for the program of each training, list of participants, and summary of outputs presentations.

➤ How Training Themes are Set and Planned

In planning the training program, the cooperation of MOJC was enlisted to determine training issues and needs by having the Project Leader (who is the course leader) and administrative staff for Training in Japan visit companies scheduled to take part in training. Visits and interviews were also conducted with companies that participated in training in the previous year to not only verify the outputs of Training in Japan, but also ask about what training content was most beneficial to them. Results found the most essential components to be as follows: In 'Practical Business Administration (2018)', (1) workshop-format 5S and Kaizen lectures, and (2) visits to human resource-oriented companies; in 'Practical Business Administration (2019)', (1) lectures by company reps on corporate philosophy and culture, (2) visits to human resource-oriented companies, and (3) workshop-format 5S and Kaizen lectures. Accordingly, this program was finalized based on confirmation by the C/P staff and MOJC Long-Term Expert, also taking into account the opinions of Business Course lecturers.

Advance preparation was conducted in a format that combined pre-assignments with preparing outputs presentations which were presented to other participants. By having participants write down and visually communicate issues at their own companies and what they hoped to learn before going to Japan, and later having them do the same for what they

actually learned in Japan and an action plan, this training was designed in way that helped prevent mismatches between a company's actual problems and the action plans made to address them.

Patterned after highly rated Training in Japan programs in other projects, the following process flow was incorporated: confirm company issues on the first day; hold introductory lecture; implement first half of program; review first half through course leader facilitation to boost awareness for the second half; implement second half of training program; and deliver outputs presentations to summarize training.

In 'Practical Business Administration (2018)', at the request of MOJC, the training schedule was split into two groups: 'manufacturing' and 'services', to meet the needs of participants from a wide range of industries and occupations. Meanwhile, although 'Practical Business Administration (2019)' had several participants at 25 people, it was arranged for all to visit the same company in order to avoid the dissatisfaction that arose in the year before when different participants visited different companies. Taking into account each participant's issues and industry, MOJC divided them into four groups for discussion and outputs presentations with each group. This aimed to give all groups the opportunity to learn something regardless of what was the industry of company they visited.

For both trainings, Pacific Resource Exchange Center (PREX), which has abundant training experience and a wide network in Kansai, was selected as the subcontractor to handle training planning (selecting visit destinations/making arrangements).

➤ Business Networking Event

'Practical Business Administration (2018)' business networking events were held twice - once each in Tokyo and Osaka. It was mandatory for all training participants to participate in Tokyo, where the most visitors were anticipated to gather. All participants prepared diligently before coming to Japan under the guidance of Mr. Nakamura (JICA's Business Networking Support Expert) and Ms. Masuda (Mongolian National Chamber of Commerce and Industry's Senior Volunteer) by creating posters as well as preparing and practicing presentations designed to introduce their own companies. The Osaka event was attended by participants from companies highly interested in doing business with Japan, and individual discussions with Japanese companies were conducted.

In 'Practical Business Administration (2019)', since the ratio of non-executive participants was relatively high, the business networking event was held in Tokyo only while the poster session was held with all participants attending. Although varying somewhat depending on industry type, the poster session was a resounding success and all participants were able to interact with several Japanese companies.

An outline of the event is shown below.

Table 6 Mongolia Business Seminar and Business Networking Event (2018)

Event dates and times	September 5, 2018 (Wed) 13:00–17:00
Venue	TKP Ichigaya Conference Center (Tokyo)
Program	(Part 1) <ul style="list-style-type: none"> • Mongolia Business Seminar • Mongolian Law lecture for Japanese Companies (Part 2) <ul style="list-style-type: none"> • Mongolian Company presentations • Networking Event (Mongolian companies Poster Session)
Number of Japan side participants	66 people (47 companies, organizations, etc.)
Status of business links formed	[Results of post-event interviews with participants] (1) Two companies entered business discussions premised on the Japanese company delivering product to a shop planned in Ulaanbaatar (2) One company entered business discussions premised on selling products to a hotel chain planned in Ulaanbaatar (3) One company made contact assuming future interaction [Follow-up survey results for the following year] In cases (1) and (2), product delivery was postponed due to not meeting quality expectations. In case (3), contact was discontinued due to a change in persons involved.

Table 7 Mongolia Business Seminar and Company Matching (2018)

Event dates and times	September 10, 2018 (Mon) 13:30–17:00
Venue	Grand Front Osaka, North Building, Tower C (Osaka)
Program	(Part 1) <ul style="list-style-type: none"> • Mongolia Business Seminar • Mongolian Law lecture for Japanese Companies (Part 2) <ul style="list-style-type: none"> • Company presentations, individual interviews, business card exchange session, exchange event
Number of Japan side participants	28 people (25 companies, organizations, etc.)
Status of business links formed	[Results of post-event interviews with participants] (1) One company exchanged business cards with several companies and began making contact (2) One company held discussions on a business tie-up [Follow-up survey results for the following year] According to the survey conducted the next year, case (2) realized the business tie-up

Table 8 Mongolia Business Seminar and Business Networking Event (2019)

Event dates and times	September 4, 2019 (Wed) 14:00–17:00
Venue	TKP Ichigaya Conference Center (Tokyo)
Program	(Part 1) <ul style="list-style-type: none"> • Introduction to Mongolia • Mongolia Business Seminar (Part 2) <ul style="list-style-type: none"> • Networking Event (Mongolian companies Poster Session)
Number of Japan side participants	69 people (56 companies, organizations, etc.)
Status of business links formed	[Results of post-event interviews with participants] Four companies responded they were able to discuss the possibility of future business tie-ups

➤ Training outputs

In 'Practical Business Administration (2018)', outputs presentations in particular demonstrated that participants had a clear understanding of what they learned in Japan to solve the problems faced by their companies, and they understood how to implement concepts upon returning home to Mongolia. Participants could frequently be heard speaking of 'valuing people', 'respecting employees', and 'boosting satisfaction', and even from their facial expressions and behavior it was apparent that there was a marked change in behavior between before and after visiting Japan in terms of how they viewed staff and customers, and also how they perceived their own companies reason for existence. The CA, who attended the local presentations after returning from Japan, also offered words of praise by noting that participants reported an overall high level of satisfaction, presentation content was even better than those of previous years, and presentations were also completed within the allotted time.

In the follow-up visit conducted the following year, it was observed that several companies, regardless of industry type, were reforming their mindset towards human resources, which is a notable problem among Mongolian companies. For example, after returning from Japan, an insurance service company assigned a specialist to its personnel department who, during hiring, worked to ensure the candidate's sense of values matched the company's philosophy rather than just gauging abilities. Further, a panel manufacturer was able to cut their employee turnover rate in half as a result of allowing many to be involved in decision-making at the company by giving staff decision-making authority and increasing the number of management positions.

With regard to 'Practical Business Administration (2019)', although there was a large number of participants from various industries and positions, they all shared several key concepts such as 'employee satisfaction leads to customer satisfaction', 'reduce waste', 'improve management quality before workplace quality', 'review goals', 'aiming for all-win situations benefits the company, partners, and customers', 'incorporating the morning assembly is important', etc. This demonstrated that everyone was pulling in the same direction with a "business owner" perspective.

Given that follow-up visits to the companies of Training in Japan participants are essential for verifying training outputs, finding ways to improve the program, and understanding the status of business links formed after business networking events, they should be continued in all upcoming phases.

➤ Lessons and considerations in planning similar Training in Japan programs

Results of the training questionnaire showed an extremely high satisfaction level between 4–5 out of 5 in training categories upon completion of the training. The reason behind this is believed to be the two efforts implemented in cooperation with MOJC: (1) visiting and interviewing participant companies of last year's training/visiting and interviewing companies scheduled to take the current year's training, and (2) establishing a fixed format for everything from advance assignments to outputs presentations. Specifically, visiting the most of participant companies, interviewing them, and investigating the state of their worksite made it possible to identify issues that are common across even different industries, which turned out to be highly useful in setting curriculum. In addition to continuing to implement this method in Training in Japan which is handled by the Consultant, we would like to consider ways to localize the work such that MOJC is able to self-reliantly collect the necessary information.

The companies most highly evaluated in the two training sessions were those with the characteristics of 'valuing people' and that taught 'practice rather than theory'. To ensure training that is highly satisfying to participants, it will be important to continue a planning process in which field surveys are conducted as a fundamental policy, and visit destinations are considered based on this and the above points.

During the training program, many participants who could only communicate through the training coordinator (i.e. those who could not speak English) tended to have difficulty with the differences in culture and customs. Rather than leaving every decision to the training coordinator, it is important to take measures that allow Japanese-style collective action to be experienced and to shift mindsets, especially by quickly identifying participants with good communication skills and creating an environment that encourages Mongolian persons to have this awareness amongst themselves.

3.2 Impact Survey Implementation Results

The start of this survey marks the 17th year of MOJC's Business Course, which launched in June 2002. A follow-up survey of course graduates was conducted with the intent of measuring and analyzing the impact of Business Courses on Mongolian companies.

The impact on Mongolian companies was assessed through four evaluation criteria: relevance, sustainability, effectiveness and efficiency. Relevance was judged based on the relevance of MOJC Business Courses' curriculum in improving management, such as an increase in sales or customers at the company, and decrease in unprofitable business etc. after the course. Effectiveness was evaluated on contribution to participating to industry and society (whether jobs were created, etc.). Efficiency, in the CEO Class and Manager Class of the Regular Course, was evaluated fundamentally on whether the appropriate target group participated and the participation rate of executives. Sustainability was judged on how many companies continued to enroll participants in Business Courses. Changes among the 50 surveyed companies in terms of main points were as follows.

Net sales: Average was 130% (2.3 times) higher than FY2014.

Profit margin: Many companies tended to have declining profit margins due to sluggish economic growth, which was impacted by a decline in mineral resources to China, a major market for Mongolia. 34 of the 50 companies showed a profit margin of 20% or less.

Number of employees: Number of employees reached about 2,700 in FY2018 compared to 2,000 in FY2014.

Turnover rate: The turnover rate among employees worsened from 57% to 68% versus FY2014. This is likely due to migrant workers moving abroad under low growth.

Average years of service: The average length of service before leaving the company is 0.8–18 months versus FY2014, showing that job tenures are growing longer.

Number of customers: About a 2.5 times increase.

Number of claims: Showed an increasing trend.

Improvement of quality defect rates: Improvement was seen in 7 of the 12 respondents.

This data obtained in this survey revealed that companies are applying the various knowledge gained through lectures. 'Management Strategy' was evaluated positively by 35 of the 50 companies that were able to conduct business systematically and improve sales; 'Marketing' was evaluated positively by 36 of the 50 companies that increased their number of customers; 'Financial Management' was evaluated positively by 24 of the 50 companies able to reduce or eliminate unprofitable business; and 'Human Resource Management' was evaluated positively by 34 of the 50 companies that improved communication with staff. These evaluations confirmed the relevance of courses. In the category of effectiveness, the

50 target companies were able to increase hiring to 2,700 in FY2018 versus 2,000 in FY2014. Based on this, we can recognize the degree of contribution that graduate companies have made to society through increasing job opportunities. In the category of sustainability, the investigative body found that 30 companies enrolled at least 2 participants in a Regular Course over the 5 years. Further, the fact that 10% of companies enrolled at 10 employees as participants demonstrates how MOJC Business Courses have become established as a reputable human resource development institution among Mongolian companies. Based on this, we can conclude that course management is highly sustainable. In the category of efficiency, the results showed 84% of participants in the 'CEO Class' were CEOs/business operators and 72% of participants in the 'Manager Class' were in a managerial position. Based on this we can regard class content as being consistent with its target participant.

Further, course management is being conducted based on exchanging opinions with Consultant, MOJC staff, and Long-Term Experts. The entire process up to post-course meeting is integrating staff OJT, and preparations are underway to ensure the sustainability of the organization. In this impact survey, MOJC staff conducted interviews together with a locally reentrusted Consultant company to independently verify the outputs of Business Courses. The establishment of a system to verify course outputs to support the self-reliant operation Business Courses is considered an issue to be addressed in the future.

The ideal state of Business Courses in the future is to further promote localization by strengthening the network between local staff, participant companies, organizations affiliated with the National University of Mongolia, and others to make it possible to design a course that contributes to solving local problems.

For more details of the impact survey, refer to the attached Impact Survey Report (Japanese version only).

3.3 Results of Preparing a Compilation of Success Stories

In creating the Success Stories Compilation, 11 companies were selected from the 50 companies targeted in the Impact Survey which had achieved outstanding sales increases, and changes in the number of customer complaints, defect rate, employee retention rate, etc.

Table 9 List of companies in Success Stories Compilation

Company	Industry type	Selection context (starting from attendance)
Asylmura	Manufacture and sale of Kazakhstan embroidery products	Sales increase of 125%
Dolonboldog	Kitchen furniture manufacturing and sales	Defect rate reduced by 20%
General Etalon	Production of building materials	Profit margin increased by 5%

	(concrete block)	
Gobi Khangai Mebel	Furniture manufacturing and sales	Customer complaint decrease of 44%
Ikh Erin Holding	Vehicle repair and maintenance	Sales increase of 200%
Khan Jimis	Production and sale of health foods	Sales increase of 460%
Monfood Land	Production and sale of granola based foods	Improved employee retention
Monmaslo	Sales of imported food; production and sale of wheat products	Sales increase of 267%
Monos Food	Production and sale of health foods	Customer complaint decrease of 23%
Monshibasaki	Contract manufacturer of auto parts	Contract manufacturing for Japanese companies
Shilen Khiits	Manufacturing and sales of glass window frames and building materials	Sales increase of 260%

The main purpose of creating a Success Stories Compilation is to introduce case examples during lectures and improve the motivation of participants. It is planned to have content that includes comparisons of various management values before and after taking a Business Course, turning points that triggered change, efforts to instill new practices, and future challenges. Using the compilation as a promotional tool by the Center is also being considered. Its completion has been temporarily postponed due to the temporary closure of MOJC.

3.4 Outputs of Activities in this Project

3.4.1 Technical Transfer to Business Course Operational Management

MOJC holds center-wide meetings each Monday as well as department meetings within the Business Department each Tuesday. Through this, it has established a system for sharing both the Center and Business Department issues and information. During their deployment, the Consultant attended a Business Department meeting where not only was information shared but they also discussed ways to respond to requests from MOJC as well as shared recommendations and challenges. The Consultant also attended an opinion exchange meeting aimed at ensuring the quality of lectures, making improvements, and boosting the satisfaction of participants. This meeting included a review of teaching methods and challenges from the assigned Japanese lecturer, feedback to lecturers aimed at improvement based on reviewing issues with the Consultant, and also follow up activities intended to improve for future academic terms.

3.4.2 Regular Reports to JICA and Project Stakeholders

Reports submitted to JICA during the project period and their key content are shown below.

Table 10 Completed Reports and Report Contents

Year	Report date	Key report content
First Year	September 2017	'Implementation Plan' submitted
	November 2017	'Local Activities Report' reports on activities from September 2017 to November 2017 'Business Development Course' concept is explained
	March 2018	'Local Activities Report' reports on activities from December 2017 to February 2018 Preliminary meeting for Impact Survey is held
	May 2018	'Local Activities Report' reports on activities from February 2018 to May 2018 Exchange of ideas prior to Training in Japan
	July 2018	'Project Activities Progress Report (First Year)'
Second Year	July 2018	'Course Implementation Plan for Second Year [tentative]'
	November 2018	'Local Activities Report' reports on activities from September 2018 to October 2018 Follow-up on Training in Japan
	March 2019	'Local Activities Report' reports on activities from September 2018 to March 2019 Exchange of ideas for Impact Survey promotion
	June 2019	'Local Activities Report' reports on Project Leader activities from September 2018 to June 2019 Design of next year's Business Course is explained
	July 2019	'Project Activities Progress Report (Second Year)'
Third Year	July 2019	'Course Implementation Plan for Third Year [tentative]'
	November 2019	'Local Activities Report' reports on activities from September 2019 to November 2019 Impact Survey Progress Report
	May 2020	'Final Report'

Chapter 4. Future Challenges and Recommendations for the Project

4.1 Business Course Management System

Initiatives in course management include dividing Regular Courses into two from Second Year of the Project, an increase of subjects in Specialized Courses, and Basic Courses taught by Local lecturers becoming more firmly established. Diversifying courses to meet the needs of participants succeeded in increasing the number of participants in Regular Courses from 196 in 2015 to 332 in 2018. The number of participants in Specialized Courses also increased from 130 in 2015 to 308 in 2018, which contributed to the boosting profit for the Center. From Third Year of this project, new efforts were carried out to reliably ensure learning outputs in the course, such as follow-up seminars in Regular Courses. The number of Regular Courses was also increased from one to two times in Third Year of this project, establishing a system where all applicants are able to enroll in a course.

Courses by Japanese lecturers in this project, however, had to be limited to two lectures per day during autumn term classes in FY2019 (CEO Class in the morning; Manager Class in the afternoon) due to the short number of days the lecturer was deployed. Teaching courses for over 7 hours per day places a significant burden on the lecturer and by extension also negatively affects the quality of lectures, a future challenge will be to come up with measures to improve the situation in the CEO Class/Manager Class by, for instance, dividing the courses over two weeks, establishing a joint venture system with Local lecturers, or somehow reducing the physical burden.

Localization of lecturers is also a future challenge. In the next phase, it will be important to focus on developing Local lecturers and systematically promote course collaboration with Japanese lecturers.

4.1.1 Lecture Implementation System

MOJC assigns translators and interpreters to handle translation and interpretation. MOJC has set up a system for translators to participate in courses as interpreters. Coordinating schedules to meet in advance with the Japanese lecturer has also become established as a regular routine among MOJC staff. These efforts have been instrumental in improving communication between Japanese lecturers and interpreters, and between participants and Japanese lecturers.

One problem was the changing of interpreters midway through the lecture for personal reasons of the interpreter. Thus, it will be important to secure a few more high-quality interpreters to provide a better backup system. In post course opinion-sharing meetings, we also recommend requiring the presence of an interpreter and also providing an opportunity for the interpreter to share their own opinions.

4.1.2 Work Management

For overall work management, there is a system in place to oversee progress through regular meetings which are attended by the Chief Advisor, Business Department staff, etc. PDCA actions are also consistently carried out in managing work duties. Consultant shares improvements based on checks with lecturers and works to ensure they are utilized in future lectures. In the 'Model Company Problem Solving Program', the Project Leader works with Business Department staff to guide as OJT the process up to the final company selection.

4.1.3 Proposed New Courses

The Regular Course currently consists of four subjects: 'Management Strategy', 'Marketing', 'Human Resource Management', and 'Financial Management'. While each of these lectures introduces theory and practical examples, since there is no lecture that connects them under a common central theme, they have not reached a point that influences philosophy and mindset of participants, especially CEOs. First, participants should learn 'Japanese-style management' which is the key feature of Japan Center, and next recommended to take 'Compliance and Corporate Governance' which is important for CEOs to learn in order to fulfill the corporate social mission. This will improve the potential of being regarded as a more reliable company in terms of partnering with Japanese companies.

Table 11 Proposed Structure for Business Courses in the Next Term

Type	Outline	Content
1)-1 Regular Course (CEO Class)	Target: CEOs of small, medium and large enterprises Capacity: Up to 30 participants per class Period: Around 4 months, 6 days x 6 subjects Times held: Twice per year 1st time: September to December 2nd time: January to April	To strengthen CEOs' problem-solving abilities. (1) Japanese-style management (2) Management Strategy (3) Marketing (4) Financial Management (5) Human Resource Management (6) Compliance and Corporate Governance
1)-2 Regular Course (Manager Class)	Target: Managers of small, medium and large enterprises Capacity: Up to 30 participants per class Period: Around 4 months, 5 days x 5 classes Times held: Twice per year 1st time: September to December 2nd time: January to April	To acquire practical knowledge and improve practical skills as a manager. (1) Japanese-style management (2) Management Strategy (3) Marketing (4) Financial Management (5) Human Resource Management
2) Specialized Course	Target: Business persons engaged in specialized work or requiring specialized knowledge	To enhance knowledge in a specialized field and increase practical skills. (1) Store Management

Type	Outline	Content
	Capacity: 25–30 participants per class Period: 5 days/1 subject	(2) Quality and Production Management (3) Quality and Production Management (Advanced/TPS) (4) Financial Management (Advanced) (5) Human Resource Management (Advanced) (6) Funding and Business Plan (7) KPI, etc.
3) Model Company Problem Solving Program	Target: Companies of Regular Course graduates Capacity: 3–4 companies per year Period: 10 months (6 teaching sessions on average)	To analyze problems faced by companies, narrow down the issues, and provide the guidance necessary to formulate solutions. To develop companies in which the improvement (kaizen) process becomes a model for other companies to follow.
4) In-House Training	Target: Companies in general	When a request is received from a company, training subjects are customized and a lecturer is dispatched to the company to provide training on site.
5) Local Lecturer/Consultant Training Course	Target: Persons with business experience who can take over as future lecturers for the Center Capacity: A few select participants Period: 3 Years	Future lecturer candidates expand knowledge through classroom learning/company visits in 'Quality and Production Management' and 'Marketing' fields, and receive OJT from Japanese lecturers for model company guidance. Training aims to prepare candidates to start duties in their Third year.
6) Open Business Seminars	Target: General	To deliver roughly 1.5 hour subjects and topics covered in Specialized Courses primarily for the purpose of introducing them to the public.

4.1.4 Process of Implementing Lectures by Japanese Lecturers

Business people are the main target for MOJC Business Courses. Therefore, as with Japan Centers in other countries, the Center always strives to offer courses that are of practical use from a business standpoint. Course methods are based on promoting understanding through group work, group presentations, and interactive communication with lecturers. In 'Production Management' site visits are incorporated into lectures, important points that relate to classroom teachings are related prior to the visit, and a post-visit group discussion recaps issues as well as solutions that participants discovered during their visit. This style of lectures is useful in encouraging awareness in participants.

Two newly appointed lecturers in this project were unable to attain a sufficiently high evaluation in 'Marketing' in the Regular Course. While this was due to the large volume of

teaching materials and teaching method, future teaching material will be prepared in a process that provides opportunities to improve the materials with comments from MOJC staff. In addition, for lecturers who will teach for the first time in Mongolia, the Project Leader will be responsible for setting up a system in which they can prepare in advance by teaching simulated classes.

4.1.5 Technical Transfer to the C/P

With regard to technical transfer to the C/P, since MOJC staff has acclimatized to the self-reliantly carrying out work, no problems are anticipated in carrying out the current duties. Center staff has also been successful at sharing information through daily morning meetings, conducting weekly department meetings, and ensuring a chain of command is maintained with department managers taking on a central role. At the present point, the Center has been able to considerably strengthen its institutional capacity by, for instance, gathering insight from all department members when recruiting participants.

One of the future challenges will be for MOJC staff to become capable of independently handling course design and proposals. To achieve this, it will be important to analyze data gathered through managing the courses, and to continue strengthening their ability to propose new courses created based on market needs.

During this project, two MOJC Business Course staff returned to Mongolia after studying at a graduate school in Japan. Given the urgent need to localize lecturers, there must be a future training plan in place that enables them to act as facilitators for Specialized Courses such as 'Management Simulation'.

As for localization lecturers, a total of two lecturers were newly trained during the Project period through the 'Local Lecturer/Consultant Training Course'. One was trained for the 'Marketing' course and the other was trained for the 'Production Management' course. Currently, each of these persons is teaching 'Model Company Problem Solving Program' at companies with the collaboration of the Japanese lecturer, and also being actively used in Basic Courses in MOJC's Business Course.

A challenge in localizing lecturers is how to provide opportunities to keep them active after training and maintain a connection with MOJC. Nevertheless, doing this is likely to raise the motivation of lecturer candidates. Providing a wide range of activity opportunities at MOJC has led to securing Local lecturers, including having them serve as lecturer in Basic Courses, conduct follow-up activities through guidance to participant companies that enrolled in the 'Model Company Problem Solving Program', and provide on-site guidance to companies that completed a Business Course.

As for future localization of lecturers, in the next phase, technical transfer needs to be carried out through joint lectures between Japanese and Local lecturers. For instance, this should be

done in 'Management Simulation' in the 'Specialized Course', and 'Marketing' and 'Human Resource Management' in the 'Regular Course'. It is also necessary to share teaching responsibilities with lecturers from National University of Mongolia as the C/P agency, and to have a training plan that includes placement as an MOJC staff lecture facilitator for those who have obtained an MBA from the above-mentioned Japanese universities.

4.1.6 Follow-up on Course Graduates

Graduates who have taken all four fundamental courses in the Regular Course have formed an alumni reunion where past participants can share issues after the course, and this has created an environment where information is mutually exchanged for the purpose of improving management activities. Since each course is only 20 hours long, it is not always easy to apply concepts learned to the real world and achieve results, especially when overloaded with day-to-day activities. For companies who have completed a Business Course, MOJC informs them of open courses in the 'Specialized Course', offers programs such as 'In-House Training' and the 'Model Company Problem Solving Program', and provides guidance from the Japanese or Local lecturer for any company struggling with issues.

In addition to the above programs, from Third Year of the project, follow-up seminars have been set up for 'Regular Course' graduates who need advice, where they can clarify any unclear issues or get advice on making improvements. These follow-up seminars provide a useful tool for resolving questions that arise after participants try to put learned concepts into practice. In the next phase, it will be important to continue creating a plan to routinely hold follow-up seminars timed to coincide with each lecturer's dispatch schedule.

4.1.7 Collaboration with External Organizations

As a part of collaboration with external organizations, at the FOODEX participation tour organized by the Mongolian National Chamber of Commerce and Industry (MNCCI) and held in Tokyo in March of 2018/2019, lecturers of the 'Specialized Course' 'Business Development through Exhibition' escorted participants on a partial tour, held a lecture, and provided guidance to participant companies.

In collaboration with MNCCI, open seminars on 'Japanese-style management', which promote understanding of Japanese companies and self-development, will continue to be offered to companies exhibiting at FOODEX. Other cooperation efforts will also include co-sponsoring similar seminars as open seminars with the Mongolia Junior Chamber and Japanese Chamber of Commerce and Industry in Mongolia.

4.1.8 Other

The 'Regular Course' has become firmly instilled as the main course of MOJC. As the number of applicants is almost twice the course capacity, MOJC's Business Department has selected participants from among the applicants.

On a trial basis, the course is being held twice per year from Third Year in this project, allowing all people wishing to take the course the chance to participate. The evaluation by the Japanese lecturer teaching the course, there was a wide variation in work experience and attitude towards the course compared with past participants, and in some cases, group discussions lacked focus.

Therefore, even when conducting the 'Regular Course' twice, it is still important to filter out some applicants through interviews and paper screening.

4.2 Achievement status of outputs of the Consultant according to PDM

The table below shows Consultant activities carried out during the Project period.

Table 12 Activities and Performance Regarding Expected Outputs

Activity	Performance
[Output 1] System to implement and improve the business services is established, whose contents are practical, consistent with needs of private sector including SMEs, and contributes to improving business performances of private sector including SMEs.	
1-1 Conduct a needs survey on trends in industries that have high potentials to grow and business human resources in Mongolia and analyze the survey's results.	A needs survey for providing consultation was carried out from November 2015 to May 2016 during the First Year of the previous project. Results have been utilized in course design from the second year of the previous project onward. A 'Needs Survey Report' was submitted to JICA Headquarters in June 2016. From February to December 2019, an impact survey was conducted before and after the course on 50 companies that completed the Business Course.
1-2 Develop the mid-term strategy on the business services at MOJC, whose contents include strategy of sales/marketing of MOJC's activities, public relations, and training of Local lecturers with their expected roles.	An MOJC mid-term strategy was created by MOJC with annual review being continuously carried out.
1-3 Develop an annual operating plan for business services at MOJC and deliver the services in accordance with the plan.	The Consultant designs courses based on the Needs Survey, proposes course development in line with MOJC needs, and implements the annual plan.
1-4 Establish a system to monitor and evaluate business services and improve it continuously.	A process to evaluate the course by participants has already been established at the Center. In addition to sharing evaluation results with each lecturer, the Consultant also proposes modifications to the questionnaire intended to uncover new needs

Activity	Performance
	which are carried out at the Center. The Consultant is also building a system for sharing challenges and applying improvements for the next year by having each lecturer submit implementation reports individually.
1-5 Improve the contents of the business services by reflecting on evaluations and monitoring the results.	At the end of each course, the Center leads an interactive session for exchanging ideas between relevant parties. A system has been established in this process for improving courses for the next academic year by identifying and recognizing the opinions of lecturers, evaluations, etc.
1-6 Conduct training for the capacity development of government officials engaged in SME development, and also provide advice to the government officials concerning SME development.	A separate course was delivered to government officials in the 'EPA-Practical Use from Business Point of view' course, which provides a significant benefit to the public. In 2018, 'Trade Strategy' training was also held for the government ministry.
1-7 Conduct seminars and provide information on collaboration between industries and universities.	Led by the Business Networking Support Expert, cooperation with organizations such as the Ulaanbaatar Chamber of Commerce and Industry and Mongolian Participants Association in Japan have led to courses such as the 'Business Development through Exhibition' as well as the provision of courses and seminars centered on business matching, including support for businesses aiming to expand business to Japan.
[Output 2] [Support with specific focus on Long-Term Experts] System to network between Mongolian and Japanese human resources mainly business field is developed.	
2-1 Organize the accumulated data on personnel who received MOJC business services to raise its usability in networking activities.	Participants' data is compiled by the Center, which the Consultant uses as reference info to select sites to visit during Training in Japan, and as information for business exchange.
2-2 Support networking and collaboration of human resources mainly in the business field through networking events and/or providing information.	The Consultant took advantage of opportunities during Training in Japan to plan business exchange meetings in Tokyo and Osaka, and provided support for interaction between companies in both countries. In addition, the 'Business Development through Exhibition' lecturer also delivered lectures to companies visiting Japan in line with local needs.
2-3 Collect information on good practices and/or successful case examples of the business services of MOJC and conduct public relations activities.	MOJC has compiled content from the 'Model Company Development Program' (currently, 'Model Company Problem Solving Program') into a pamphlet which it distributes.

Activity	Performance
	As part of the impact survey, in FY2019 the Consultant also compiled the successes of 11 companies into a 'Success Stories Compilation.'
[Output 3] [Support with specific focus on Long-Term Experts] The institutional structure to manage the MOJC's operation is strengthened.	
3-1 Develop a mid-term strategy for MOJC as a whole, implement it, and update it.	Reviews are being carried out by MOJC as appropriate.
3-2 Develop an annual operation plan for MOJC as a whole and implement it.	The Consultant shares Business Course activity plans with MOJC and facilitates their implementation.
3-3 Develop a mid-term financial plan for MOJC as a whole and implement it.	Financial plans are formulated and carried out by MOJC.
3-4 Conduct public relations strategically and efficiently on the activities and outputs of MOJC in Japan and Mongolia with an eye to raise public awareness of MOJC.	The Consultant implements seminars during the business exchange portion of Training in Japan to raise awareness of MOJC and its activities. MOJC's marketing team also makes continued efforts to improve awareness through SNS.

Table 13 Achievement Status of Outputs

Indicator	Achievement status
[Output 1] System to implement and improve the business services is established, whose contents are practical, consistent with needs of private sector including SMEs, and contributes to improving business performances of private sector including SMEs.	
1-1 Average satisfaction level of evaluation results (higher than 'satisfied') made by trainees exceeds 85% in trainings for business human resources and government officers.	<p>[Satisfaction Levels in the FY2017] Regular Courses, 90.2% Specialized Courses, 94.7 %</p> <p>[Satisfaction Levels in the FY2018] Regular Courses, 84.9% Specialized Courses, 92.5%</p> <p>14 courses (Third Year) have been completed as of January 2020. Satisfaction levels were as follows.</p> <ul style="list-style-type: none"> • Regular Courses CEO Class (4 autumn courses), Average: 77.3% Manager Class (4 autumn courses), Average: 86.6% CEO Class (3 winter courses), Average: 96.0% Manager Class (1 winter courses), Average: 100.0% • Specialized Courses 2 course average: 95.7% <p>* Refer to appendix for more details</p>
1-2 Upgraded business performances of the Model companies selected by the Project are confirmed in more than 4 companies in the Project period. (The	Guidance has been provided to 13 companies serving as model companies during 2017–2019 fiscal years (3 years).

Indicator	Achievement status
performances are verified by business indicators, for example: sales growth rate, productivity, product quality, failure rate, turnover rate, and other items which can be determined in accordance with the business types.)	See attached 'Impact Survey Report' for quantitative performance improvements.
1-3 Proportion of hours of the business services which Local lectures are in charge among all the business services of MOJC increases to 20% per year.	<p>Local lecturers took charge of 8 basic courses in FY2019. With a total of 23 courses (13 Regular Courses; 2 Specialized Courses; 8 Basic Courses) including those taught by Japanese lecturers, this resulted in a Local lecturer ratio of 39% with Local lecturers handling the 9 courses below.</p> <ol style="list-style-type: none"> 1) Japanese-style management 2) Project Management 3) Management Strategy 4) Financial Management (Regular Course, Manager Class) 5) Marketing 6) Human Resource Management 7) Production Management 8) Production Management (5S, Kaizen) 9) Customer service
1-4 Seminars on collaboration between industries and universities are held more than 12 times.	<p>Seminars on university-industry collaboration were provided twice in a ToT format for lecturers through In-House Training at the National University of Mongolia in the MBA course for working adults.</p> <ul style="list-style-type: none"> • FY2018 'Human Resource Development - Workshop' • FY2019 'Internet Marketing'
[Output 2] [Support with specific focus on Long-Term Experts] System to network between Mongolian and Japanese human resources mainly business field is developed.	
2-1 The average of satisfaction with networking activities is more than 90%.	<p>According to a questionnaire on the business networking event held in Japan, as shown below, participant satisfaction levels were 70% ('extremely satisfied' and 'satisfied').</p> <ul style="list-style-type: none"> • FY2018 Tokyo: 47% (8 of 17 people replied 'satisfied' or better) • FY2018 Osaka: 100% (8 of 8 people replied 'satisfied' or better) • FY2019 Tokyo: 76% (19 of 25 people replied 'satisfied' or better)
2-2 Reports on good practices and successful case examples brought by the business services of MOJC are published annually.	An annual Center report as well as case examples are published annually.
2-3 MOJC receives and responds to more than 300	Experts of business networking assigned to the

Indicator	Achievement status
inquiries from Mongolian and Japanese individuals, companies and public/private organizations with regard to business environment and companies' information of both countries.	Center are providing support.
[Output 3] [Support with specific focus on Long-Term Experts] The institutional structure to manage the MOJC's operation is strengthened.	
3-1 MOJC establishes the mid-term strategy and annual operation plan, and is operated on the basis of them.	JCC is regularly monitoring progress.
3-2 MOJC establishes the mid-term financial plan with financial sustainability perspective, and is operated on the basis of the plan.	JCC is regularly monitoring progress.

Table 14 Project Goal Achievement Status

Project Purpose: MOJC becomes the Center of development and networking of business human resources.	
Indicators	Achievements
PP1: The number of participants of business matching events organized in cooperation with various companies or economic organizations in Japan and Mongolia counts more than 500 persons per year on average.	Assuming that Business Course participants belonging to a company or organization have been familiarized with MOJC's activities, the total is 600 people per year.
PP2: More than 8,000 persons receive the business services of MOJC.	The following shows number of participants in courses. FY2015: 421 FY2016: 546 FY2017: 748 FY2018: 640 FY2019: 437 Total: 2,792
PP3: Number of network activities with/among organizations such as ministries, government organizations, business organizations, universities and others counts more than 30.	As part of this project, one course was held for government employees and two courses held for university academic staff.

Table 15 Project Overall Goal Achievement Status2

Overall Goal: MOJC contributes to strengthened business ties between Mongolia and Japan and diversification of industries in Mongolia through development and networking of business human resources.	
Indicators	Achievements
OG1: Among the participants of the business services of MOJC, more than 10,000 participants are occupied by various sectors except mining sector.	We can conclude that at least 2,800 employees benefited based on the total number of employees in the 50 companies in the Impact Survey.
OG2: Case examples that MOJC contributes to	Average sales of the 50 companies in the Impact

<p>start and/or expanding the business, which are operated in various sectors except mining sector, count to more than 30 per year in average.</p>	<p>Survey increased by 230% versus FY2014.</p>
<p>OG3: Case examples that MOJC contributes to start and/or expanding the business, which are operated by Mongolian and Japanese companies, count to more than 5 per year in average.</p>	<p>Below show business networking that took place during Training in Japan.</p> <p>FY2016: Mobio-Café was held in collaboration with MOBIO (Monodzukuri Business Information-center Osaka), a manufacturer support organization based in Osaka. Five Japanese companies participated.</p> <p>FY2017: A business seminar was held in collaboration with the Consulate General of Mongolia in Osaka. 26 Japanese companies participated but no meaningful exchange took place.</p> <p>FY2018: Business seminars and networking meetings were held in Tokyo and Osaka. Potential for collaboration between participant companies and Japanese companies was observed in the following five industries.</p> <ul style="list-style-type: none"> • Kitchen equipment manufacturing (delivery of products to a Japanese company entering the market) • Furniture manufacturing (delivery of furniture to a Japanese company) • Cashmere product manufacturing (export to a Japanese company) • Manufacturing and sales of chemicals (export to a Japanese company) • Import and sale of automotive parts (parts import) <p>FY2019: A business seminar and networking meeting were held in Tokyo. Potential for collaboration between participant companies and Japanese companies was observed in the following four industries.</p> <ul style="list-style-type: none"> • Food industry (considering export to Japan) • Electric wire equipment (considering import from Japan) • Carpet manufacturing (considering export to Japan) • Confectionery industry (considering technology exchange)

Chapter 5. Results of Expert Dispatch

The following shows the results of dispatching experts on site during the project period (September 2017–June 2020).

Table 16 Results of Experts and Lecturers Dispatched on Site

Name	Handling lecturer	Dispatch period	Total (MM)
	Work Overview		
1. Shu NAKAJIMA	Project Leader/Management of Business Course	2017/09/10-09/23	6.90
	1) Project Leader/Management of Business Course	10/12-10/21	
	2) Coordination of the entire project schedule	2018/01/28-02/24	
	3) Project budget management	05/06-05/26	
	4) Cooperation for project monitoring	09/16-10/13	
	5) OJT guidance for local staff	11/18-12/08	
	6) Development of Local lecturers	2019/02/21-03/06	
	7) Final checking of textbook manuscripts	05/12-06/01	
	8) Checking individual implementation reports	09/15-09/25	
	9) Preparation and explanation of project outputs and reports	10/13-11/08	
	10) Consultation/coordination with relevant organizations	2020/01/21-02/01	
	11) Report and provide recommendations to JICA		
	12) Support for arranging training program in Japan for the C/P and other prospective participants		
2. Shinichiro KAWAGUCHI	Business Course Lecturer (1)	2017/09/17-09/30	2.50
	1) Lecturer for Regular Course 'Management Strategy'	2018/03/15-03/24	
	2) Lecturer for Specialized Course 'KPI'	09/30-10/13	
	3) Implementation of 'Model Company Problem Solving Program' and 'In-House Training'	2019/05/02-05/11	
	4) Technical transfer to Local lecturers	09/15-09/26	
	5) Preparation of reports	11/30-12/14	
	6) Cooperation with external organizations		
3. Kazumi MASUDA	Business Course Lecturer (2)	2017/12/07-12/16	1.67
	1) Lecturer for Specialized Courses 'Quality and Production Management' and 'Quality and Production Management (Advanced/TPS)'	2018/05/31-06/09	
	2) Implementation of 'Model Company Problem Solving Program' and 'In-House Training'	2019/03/28-04/06	
	3) Technical transfer to Local lecturers	05/30-06/08	
	4) Preparation of reports	11/07-11/16	
	5) Cooperation with external organizations		

Name	Handling lecturer	Dispatch period	Total (MM)
	Work Overview		
4. Koji UEHIGASHI	Business Course Lecturer (3)	2017/11/19-12/02	1.83
	1) Lecturer for Regular Course 'Marketing'	2018/03/29-04/12	
	2) Lecturer for Specialized Courses 'Store Management' and 'Management Simulation'	2019/03/14-03/28	
	3) Implementation of 'Model Company Problem Solving Program' and 'In-House Training'	2020/01/19-01/29	
	4) Technical transfer to Local lecturers		
	5) Preparation of reports		
	6) Cooperation with external organizations		
5. Kazunobu CHIGUSA	Business Course Lecturer (4)	2018/02/25-03/11	1.93
	1) Lecturer for Regular Course 'Financial Management' (CEO Class only)	12/02-12/15	
	2) Lecturer for Specialized Courses 'Financial Management (Advanced)' and 'Business Analysis by Excel'	2019/05/30-06/08	
	3) Implementation of 'Model Company Problem Solving Program' and 'In-House Training'	09/29-10/06	
	4) Technical transfer to Local lecturers	2020/01/09-01/19	
	5) Preparation of reports		
	6) Cooperation with external organizations		
6. Masaki HIRABAYASHI	Business Course Lecturer (5)	2017/10/12-10/21	1.27
	1) Lecturer for Regular Course 'Human Resource Management'	2018/01/28-02/10	
	2) Lecturer for Specialized Course 'Human Resource Management (Advanced)'	2019/01/13-01/26	
	3) Implementation of 'Model Company Problem Solving Program' and 'In-House Training'		
	4) Technical transfer to Local lecturers		
	5) Preparation of reports		
	6) Cooperation with external organizations		
7. Kazuhiko SANO	Business Course Lecturer (6)	2018/06/14-06/23	0.67
	1) Lecturer for Specialized Course 'Marketing (Advanced/E-Commerce)'	2019/06/13-06/22	
	2) Implementation of 'Model Company Problem Solving Program' and 'In-House Training'		
	3) Technical transfer to Local lecturers		
	4) Preparation of reports		
	5) Cooperation with external organizations		
8. Mitsuo TAMADA	Business Course Lecturer (7)	2018/11/11-11/24	0.47
	1) Lecturer for Regular Course 'Marketing'		
	2) Implementation of 'In-House Training'		
	3) Technical transfer to Local lecturers		
	4) Preparation of reports		
	5) Cooperation with external organizations		

Name	Handling lecturer	Dispatch period	Total (MM)
	Work Overview		
9. Kyoko YAMAZAKI	Business Course Lecturer (8)	2017/10/12-10/21	1.07
	1) Lecturer for Regular Course 'Human Resource Management' 2) Lecturer for Specialized Course 'Human Resource Management (Advanced)' 3) Implementation of 'Model Company Problem Solving Program' and 'In-House Training' 4) Technical transfer to Local lecturers 5) Preparation of reports 6) Cooperation with external organizations	2019/02/13-02/23 2019/10/13-10/23	
10. Koji TOMITA	Business Course Lecturer (9)	2018/01/11-01/20	0.33
	1) Lecturer for Specialized Course 'EPA-Practical use from a Business Point of View' 2) Implementation of 'In-House Training' 3) Technical transfer to Local lecturers 4) Preparation of reports 5) Cooperation with external organizations		
11. Tsutomu HOSAKA	Business Course Lecturer (10)	2018/04/19-04/28	0.33
	1) Lecturer for Specialized Course 'Business Analysis by Excel' 2) Implementation of 'In-House Training' 3) Technical transfer to Local lecturers 4) Preparation of reports 5) Cooperation with external organizations		
12. Masakazu HIRAKAWA	Business Course Lecturer (11)	2017/11/02-11/11	0.67
	1) Lecturer for Specialized Course 'Business Development through Exhibition' 2) Implementation of 'Model Company Problem Solving Program' and 'In-House Training' 3) Technical transfer to Local lecturers 4) Preparation of reports 5) Cooperation with external organizations	2018/10/25-11/03	
13. Hironobu ADEGAWA	Business Course Lecturer (12)	2018/05/17-05/26	0.67
	1) Lecturer for Specialized Course 'Funding and Business Plan' 2) Implementation of 'In-House Training' 3) Technical transfer to Local lecturers 4) Preparation of reports 5) Cooperation with external organizations	2019/05/16-05/25	
14. Shigeru MIZUNO	Business Course Lecturer (13)	2018/10/11-10/20	0.33
	1) Lecturer for Specialized Course 'Culture and Management (From Business Matching to Business Launch)' 2) Implementation of 'In-House Training'		

Name	Handling lecturer	Dispatch period	Total (MM)
	Work Overview		
	3) Technical transfer to Local lecturers 4) Preparation of reports 5) Cooperation with external organizations		
15. Hiroto FUJIWARA	Business Course Lecturer (14)	2019/04/04-04/13	0.33
	1) Lecturer for Specialized Course 'International Trade' 2) Implementation of 'In-House Training' 3) Technical transfer to Local lecturers 4) Preparation of reports 5) Cooperation with external organizations		
16. Yoshihiro AOUMI	Business Course Lecturer (15)	2019/10/24-11/06	0.47
	1) Lecturer for Regular Course 'Marketing' 2) Implementation of 'In-House Training' 3) Technical transfer to Local lecturers 4) Preparation of reports 5) Cooperation with external organizations		
17. Haruka TATSUMI	Administration of Training in Japan (1)	2018/05/21-05/26	0.57
	1) Planning and implementation of Training in Japan 2) Preparation of reports	2019/05/15-05/25	

Chapter 6. Attachments

1. Course Participant Questionnaire Results and Participant Data (Based on Number of Respondents)
2. Regular Course Participant Classification (Based on Japan Standard Industry Classification)
3. Training in Japan Acceptance Results
4. Impact Survey Report (Japanese version only)
5. Regular Course Questionnaire Results (Japanese version only)
6. Specialized Course Questionnaire Results (Japanese version only)

2017 Course Participant Questionnaire Results and Participant Data (Based on Number of Respondents)

September 2017 – June 2018 Course Evaluation			Number of respondents / participants	Course satisfaction level				Age (number of people)				Gender (number of people)		Number of employees (number of people)						Position (number of people)				Department (number of people)					
				Extremely satisfied	Satisfied	Neutral	Other	0–25	26–39	40–59	60+	Male	Female	0–19	20–49	50–99	100–199	200+	Senior management	Division/section manager	Specialist	Other/Unanswered	Human Resources/Training	General Affairs	Finance	Technology	Production	Other/Unanswered	
Regular Course	CEO Class	Management Strategy	37/39	19	18	0	0	2	23	12	0	18	19	13	8	5	6	5	31	6	0	0							
		Marketing	34/38	11	19	3	1	1	20	13	0	15	18	14	6	4	5	5	29	5	0	0							
		Human Resource Management	33/37	14	18	1	0	0	21	12	0	14	19	11	8	6	4	4	28	5	0	0							
		Financial Management	36/36	10	23	2	1	0	22	14	0	16	20	12	8	5	6	5	29	6	0	1							
		Total	140/150	54	78	6	2	3	86	51	0	63	76	50	30	20	21	19	117	22	0	1							
		Average (%)		38.6%	55.7%	4.3%	1.4%	2.1%	61.4%	36.4%	0.0%	45.3%	54.7%	35.7%	21.4%	14.3%	15.0%	13.6%	83.6%	15.7%	0.0%	0.7%							
	Manager Class	Management Strategy	40/40	20	18	2	0	3	29	8	0	15	25	8	6	7	8	11	6	19	10	5							
		Marketing	43/48	10	25	8	0	7	28	8	0	15	28	8	10	8	5	12	12	9	20	2							
		Human Resource Management	38/44	18	17	3	0	4	26	8	0	12	26	9	5	7	7	10	8	5	24	1							
		Financial Management	32/42	10	16	6	0	2	24	6	0	7	24	5	3	9	5	10	7	7	18	0							
		Total	153/174	58	76	19	0	16	107	30	0	49	103	30	24	31	25	43	33	40	72	8							
		Average (%)		37.9%	49.7%	12.4%	0.0%	10.5%	69.9%	19.6%	0.0%	32.2%	67.8%	19.6%	15.7%	20.3%	16.3%	28.1%	21.6%	26.1%	47.1%	5.2%							
	All classes	Total	293/324	112	154	25	2	19	193	81	0	112	179	80	54	51	46	62	150	62	72	9							
Average (%)		38.2%	52.6%	8.5%	0.7%	6.5%	65.9%	27.6%	0.0%	38.5%	61.5%	27.3%	18.4%	17.4%	15.7%	21.2%	51.2%	21.2%	24.6%	3.1%									
September 2017 – June 2018 Course Evaluation			Number of respondents / participants	Course satisfaction level				Age (number of people)				Gender (number of people)		Number of employees (number of people)						Position (number of people)				Department (number of people)					
				Extremely satisfied	Satisfied	Neutral	Other	0–25	26–39	40–59	60+	Male	Female	0–19	20–49	50–99	100–199	200+	Senior management	Division/section manager	Specialist	Other/Unanswered	Human Resources/Training	General Affairs	Finance	Technology	Production	Other/Unanswered	
Specialized Course	Human Resource Management (Advanced)	35/35	19	13	3	0	2	25	8	0	9	25	11	10	2	2	10	8	14	7	7	16	11	0	2	3	2		
	Business Development through Exhibition	20/29	8	11	0	1	0	13	6	1	11	9	12	3	1	1	2	15	1	4	4	3	12	1	1	1	1		
	Quality and Production Management	35/42	22	13	0	0	3	20	12	0	14	19	5	7	9	3	11	11	7	14	14	3	10	2	5	12	3		
	EPA-Practical use from Business Point of View	28/31	5	22	1	0	2	17	9	0	11	17	22	3	0	0	3	19	6	3	3	2	16	4	1	5	0		
	Financial Management (Advanced)	28/35	5	22	1	0	2	16	9	0	8	20	7	9	5	1	6	15	6	3	3	0	16	10	0	0	2		
	KPI	37/42	14	20	3	0	2	28	7	0	11	26	7	3	6	11	10	11	9	17	17	15	15	3	0	2	2		
	Store Management	41/46	14	24	3	0	2	28	11	0	11	30	16	5	6	3	11	11	7	18	18	2	19	2	0	1	17		
	Management Simulation	15/20	11	4	0	0	0	11	4	0	6	9	5	2	2	0	6	7	0	6	6	0	9	3	1	0	2		
	Business Analysis by Excel (AM)	17/20	7	8	1	1	0	13	4	0	4	13	8	0	4	3	2	6	2	5	5	0	7	8	0	0	2		
	Business Analysis by Excel (PM)	16/20	2	11	3	0	2	10	4	0	5	11	3	2	3	2	6	1	3	8	8	0	4	11	0	0	1		
	Funding and Business Plan	25/43	3	20	2	0	2	10	13	0	6	19	11	2	0	0	10	9	4	11	11	0	8	8	0	1	8		
	Quality and Production Management (Advanced/TPS)	23/28	10	11	2	0	3	14	6	0	12	10	2	7	3	3	8	9	5	5	5	1	9	0	0	9	4		
	Marketing (Advanced/E-Commerce)	25/33	5	16	4	0	2	11	12	0	11	14	14	1	1	1	7	12	4	8	1	0	15	0	4	0	6		
Total	345/424	125	195	23	2	22	216	105	1	119	222	123	54	42	30	92	134	68	109	102	42	151	52	14	34	50			
Average (%)		36.2%	56.5%	6.7%	0.6%	6.4%	62.8%	30.5%	0.3%	34.9%	65.1%	36.1%	15.8%	12.3%	8.8%	27.0%	32.4%	16.5%	26.4%	24.7%	12.2%	44.0%	15.2%	4.1%	9.9%	14.6%			

2018 Course Participant Questionnaire Results and Participant Data (Based on Number of Respondents)

September 2018 – June 2019 Course Evaluation		Number of respondents / participants	Course satisfaction level				Age (number of people)				Gender (number of people)		Number of employees (number of people)					Position (number of people)				Department (number of people)						
			Extremely satisfied	Satisfied	Neutral	Other	0–25	26–39	40–59	60+	Male	Female	0–19	20–49	50–99	100–199	200+	Senior management	Department/section manager	Specialist	Other/Unanswered	Human Resources/Training	General Affairs	Finance	Technology	Production	Other/Unanswered	
Regular Course	CEO Class	Management Strategy	40/41	22	18	0	0	0	19	21	0	18	21	11	14	5	7	3	33	5	1	1						
		Marketing	36/41	6	25	3	2	0	16	20	0	15	19	8	11	4	9	4	32	3	1	0						
		Human Resource Management	37/41	7	22	6	2	0	17	20	0	7	18	7	11	6	8	5	30	4	1	0						
		Financial Management	36/41	11	23	2	0	0	18	18	0	17	18	6	13	6	7	4	30	5	1	0						
		Total	149/164	46	88	11	4	0	70	79	0	57	76	32	49	21	31	16	125	17	4	1						
		Average (%)		30.9%	59.1%	7.4%	2.7%	0.0%	47.0%	53.0%	0.0%	42.9%	57.1%	21.5%	32.9%	14.1%	20.8%	10.7%	85.0%	11.6%	2.7%	0.7%						
	Manager Class	Management Strategy	42/42	16	25	0	1	6	31	5	0	17	25	13	9	6	6	8	6	12	19	5						
		Marketing	41/42	4	15	14	8	5	33	3	0	17	23	10	12	8	6	5	9	10	19	3						
		Human Resource Management	41/42	10	28	3	0	5	30	6	0	15	23	11	8	9	6	7	6	11	22	2						
		Financial Management	40/42	13	21	6	0	6	29	5	0	16	24	9	9	7	8	7	6	8	22	4						
		Total	164/168	43	89	23	9	22	123	19	0	65	95	43	38	30	26	27	27	41	82	14						
		Average (%)		26.2%	54.3%	14.0%	5.5%	13.4%	75.0%	11.6%	0.0%	40.6%	59.4%	26.2%	23.2%	18.3%	15.9%	16.5%	16.5%	25.0%	50.0%	8.5%						
	All classes	Total	313/324	89	177	34	13	22	193	98	0	122	171	75	87	51	57	43	152	58	86	15						
	Average (%)		28.4%	56.5%	10.9%	4.2%	7.0%	61.7%	31.3%	0.0%	41.6%	58.4%	24.0%	27.8%	16.3%	18.2%	13.7%	48.9%	18.6%	27.7%	4.8%							
September 2018 – June 2019 Course Evaluation		Number of respondents / participants	Course satisfaction level				Age (number of people)				Gender (number of people)		Number of employees (number of people)					Position (number of people)				Department (number of people)						
			Extremely satisfied	Satisfied	Neutral	Other	0–25	26–39	40–59	60+	Male	Female	0–19	20–49	50–99	100–199	200+	Senior management	Department/section manager	Specialist	Other/Unanswered	Human Resources/Training	General Affairs	Finance	Technology	Production	Other/Unanswered	
	Culture and Management	10/13	8	2	0	0	0	6	4	0	6	4	5	3	0	0	1	9	0	0	1	0	9	0	0	0	1	
	Business Development through Exhibition	12/13	11	1	0	0	0	7	5	0	3	8	6	1	2	1	2	6	3	2	1	0	8	0	0	1	3	
	Financial Management (Advanced)	30/35	16	13	1	0	3	16	11	0	9	21	8	8	5	2	7	12	2	13	3	0	13	9	1	2	5	
	Human Resource Management (Advanced)	39/43	23	14	2	0	5	18	16	0	4	34	6	5	3	6	18	7	9	17	6	22	12	2	2	1	0	
	Store Management	45/48	7	31	5	0	8	29	8	0	8	34	13	14	9	3	6	9	7	21	8	6	22	3	2	0	12	
	Management Simulation (AM)	16/20	7	8	1	0	1	8	7	0	5	9	5	6	3	0	2	8	3	5	0	0	11	5	0	0	0	
	Management Simulation (PM)	17/19	5	10	2	0	1	6	10	0	8	9	9	3	2	1	2	13	0	3	1	0	13	2	1	1	0	
	Quality and Production Management	33/44	11	21	0	0	1	21	11	0	12	21	5	8	1	7	12	10	11	9	3	0	9	3	1	19	0	
	Trade Strategy	13/16	5	5	2	1	2	10	1	0	5	8	4	3	3	1	2	3	3	7	0	0	8	1	0	1	3	
	KPI	40/44	20	17	1	2	2	22	16	0	8	29	9	6	4	9	11	16	6	18	0	10	17	2	2	5	4	
	Funding and Business Plan	26/35	10	16	0	0	1	14	11	0	13	12	13	3	3	4	3	16	4	6	0	1	10	7	1	4	3	
	Quality and Production Management (Advanced/TPS)	26/30	21	5	0	0	0	13	13	0	14	12	6	5	5	5	5	11	5	7	3	0	11	0	1	12	2	
	Business Analysis by Excel (AM)	18/20	5	10	3	0	0	15	3	0	3	15	8	1	3	5	1	6	3	9	0	0	7	8	0	0	1	
	Business Analysis by Excel (PM)	16/20	4	11	1	0	2	12	2	0	9	7	2	3	0	2	9	2	2	12	0	1	4	6	2	0	3	
	Marketing (Advanced/E-Commerce)	8/10	0	4	2	1	1	5	2	0	2	6	5	3	0	0	0	2	0	6	0	0	5	2	0	0	1	
	Total	349/410	153	168	20	4	27	202	120	0	109	229	104	72	43	46	81	130	58	135	26	40	159	50	13	46	38	
	Average (%)		44.3%	48.7%	5.8%	1.2%	7.7%	57.9%	34.4%	0.0%	32.2%	67.8%	30.1%	20.8%	12.4%	13.3%	23.4%	37.2%	16.6%	38.7%	7.4%	11.6%	46.0%	14.5%	3.8%	13.3%	11.0%	

2019 Course Participant Questionnaire Results and Participant Data (Based on Number of Respondents)

September 2019 – January 2020 Course Evaluation			Number of respondents / participants	Course satisfaction level				Age (number of people)				Gender (number of people)		Number of employees (number of people)					Position (number of people)				Department (number of people)					
				Extremely satisfied	Satisfied	Neutral	Other	0–25	25–39	40–59	60+	Male	Female	0–19	20–49	50–99	100–199	200+	Senior management	Department / section manager	Specialist	Other/Unanswered	Human Resources/ Training	General Affairs	Finance	Technology	Production	Other/Unanswered
Regular Course (Autumn)	CEO Class	Management Strategy	28/30	10	15	3	0	1	21	6	0	12	16	13	0	5	5	5	23	3	2	0						
		Marketing	25/30	1	5	10	9	0	23	2	0	12	13	12	1	7	3	2	20	2	2	1						
		Human Resource Management	26/30	11	13	1	1	1	20	5	0	11	15	12	1	5	5	3	23	3	0	0						
		Financial Management	31/35	13	17	1	0	1	26	4	0	12	18	14	2	5	5	5	22	5	4	0						
		Total	110/125	35	50	15	10	3	90	17	0	47	62	51	15	22	18	15	88	13	8	1						
	Average (%)		31.8%	45.5%	13.6%	9.1%	2.7%	81.8%	15.5%	0.0%	43.1%	56.9%	42.1%	12.4%	18.2%	14.9%	12.4%	80.0%	11.8%	7.3%	0.9%							
	Manager Class	Management Strategy	34/36	12	20	2	0	3	30	1	0	12	22	6	8	10	5	5	5	8	20	1						
		Marketing	30/36	1	14	8	7	4	25	1	0	11	19	4	7	7	7	5	4	8	17	0						
		Human Resource Management	34/41	17	17	0	0	5	28	1	0	10	23	4	10	7	5	8	3	10	20	0						
		Financial Management	28/30	9	19	0	0	3	24	1	0	9	19	6	6	6	6	3	5	4	19	0						
		Total	126/143	39	70	10	7	15	107	4	0	42	83	20	31	30	23	21	17	30	76	1						
	Average (%)		31.0%	55.6%	7.9%	5.6%	11.9%	84.9%	3.2%	0.0%	33.6%	66.4%	16.0%	24.8%	24.0%	18.4%	16.8%	13.7%	24.2%	61.3%	0.8%							
	All classes	Total	236/268	74	120	25	17	18	197	21	0	89	145	71	35	52	41	36	105	43	84	2						
	Average (%)		31.4%	50.8%	10.6%	7.2%	7.6%	83.5%	8.9%	0.0%	38.0%	62.0%	30.2%	14.9%	22.1%	17.4%	15.3%	44.9%	18.4%	35.9%	0.9%							
Regular Course (Winter)	CEO Class	Management Strategy	29/34	16	13	0	0	1	20	20	0	19	22	9	15	8	6	3	30	11	0	0						
		Supplementary Marketing Course	26/26	6	18	2	0	1	22	3	0	13	13	11	5	3	3	4	16	2	8	0						
		Practical Financial Management	26/29	12	13	1	0	1	19	6	0	12	14	12	7	5	1	1	22	3	0	1						
		Total		34	44	3	0	3	61	29	0	44	49	32	15	16	10	8	68	16	8	1						
	Average (%)		42.0%	54.3%	3.7%	0.0%	2.7%	55.5%	26.4%	0.0%	40.4%	45.0%	26.4%	12.4%	13.2%	8.3%	6.6%	61.8%	14.5%	7.3%	0.9%							
	Manager Class	Management Strategy	25/32	1	24	0	0	7	29	4	0	16	24	13	7	9	6	5	2	38	0	0						
		Total		1	24	0	0	7	29	4	0	16	24	13	7	9	6	5	2	38	0	0						
		Average (%)		4.0%	96.0%	0.0%	0.0%	5.6%	23.0%	3.2%	0.0%	12.8%	19.2%	10.4%	5.6%	7.2%	4.8%	4.0%	1.6%	30.6%	0.0%	0.0%						
	All classes	Total	106/121	35	68	3	0	9	68	30	0	47	60	34	29	22	13	9	54	52	0	1						
Average (%)		33.0%	64.2%	1.3%	0.0%	3.8%	28.8%	12.7%	0.0%	20.1%	25.6%	14.5%	12.3%	9.4%	5.5%	3.8%	23.1%	22.2%	0.0%	0.4%								
September 2019 – March 2020 Course Evaluation			Number of respondents / participants	Course satisfaction level				Age (number of people)				Gender (number of people)		Number of employees (number of people)					Position (number of people)				Department (number of people)					
Extremely satisfied	Satisfied	Neutral		Other	0–25	26–39	40–59	60+	Male	Female	0–19	20–49	50–99	100–199	200+	Senior management	Department / section manager	Specialist	Other/Unanswered	Human Resources/ Training	General Affairs	Finance	Technology	Production	Other/Unanswered			
Specialized Course	Production Management		21/28	11	17	0	1	1	13	4	0	11	7	5	0	6	3	2	5	6	6	4	1	3	0	3	7	3
	Financial Management (Advanced)		18/20	7	10	1	0	0	15	3	0	7	11	10	2	2	0	3	7	4	6	1	0	7	4	2	1	4
	Total			18	27	1	1	1	28	7	0	18	18	15	2	8	3	5	12	10	12	5	1	10	4	5	8	7
	Average (%)			38.3%	57.4%	2.1%	2.1%	2.8%	77.8%	19.4%	0.0%	50.0%	50.0%	45.5%	6.1%	24.2%	9.1%	15.2%	30.8%	25.6%	30.8%	12.8%	2.9%	28.6%	11.4%	14.3%	22.9%	20.0%

Industry Code Table (Japanese Standard Industry Classification)		Participant Enrollment in MOJC Regular Courses				
Major Classification	Medium Classification	2017	2018	2019 (Autumn)	2019 (Winter)	Total
A Agriculture and Forestry	01 Agriculture	7	5	1	1	14
	02 Forestry					0
	Subtotal	7	5	1	1	14
B Fisheries	03 Fisheries (excluding aquaculture)					0
	04 Aquaculture					0
	Subtotal	0	0	0	0	0
C Mining and Quarrying of Stone and Gravel	05 Mining and Quarrying of Stone and Gravel	1		1		2
	Subtotal	1	0	1	0	2
	D Construction	06 Construction Work, General	4		1	
07 Construction Work, by Specialist (except installation)						0
08 Equipment Installation Work		1				1
Subtotal	5	0	1	0	6	
E Manufacturing	09 Manufacture of Food	16	12	4	3	35
	10 Manufacture of Beverages, Tobacco and Feed	3		1	3	7
	11 Manufacture of Textile Mill Products	3	3	7	4	17
	12 Manufacture of Lumber and Wood Products (Except		1			1
	13 Manufacture of Furniture and Fixtures	4	2	4	6	16
	14 Manufacture of Pulp, Paper and Paper Products		1			1
	15 Printing and Allied Industries	1				1
	16 Manufacture of Chemical and Allied Products	1		1		2
	17 Manufacture of Petroleum and Coal Products					0
	18 Manufacture of Plastic Products (Except otherwise	3	1	1		5
	19 Manufacture of Rubber Products					0
	20 Manufacture of Leather Tanning, Leather Products and Fur Skins	1	1		2	4
	21 Manufacture of Ceramic, Stone and Clay Products	2	2		2	6
	22 Manufacture of Iron and Steel					0
	23 Manufacture of Non-ferrous Metals and Products					0
	24 Manufacture of Fabricated Metal Products		1		1	2
	25 Manufacture of General-purpose Machinery	1				1
	26 Manufacture of Production Machinery					0
	27 Manufacture of Business Oriented Machinery		1			1
	28 Electronic Parts, Devices and Electronic Circuits					0
29 Manufacture of Electrical Machinery, Equipment and					0	
30 Manufacture of Information and Communication Electronics Equipment					0	
31 Manufacture of Transportation Equipment		2			2	
32 Miscellaneous Manufacturing Industries	2		1	1	4	
Subtotal	37	27	19	22	105	
F Electricity, Gas, Heat Supply and Water	33 Electricity				1	1
	34 Gas					0
	35 Heat supply					0
	36 Water					0
	Subtotal	0	0	0	1	1
G Information and Communications	37 Communications	1	1			2
	38 Broadcasting					0
	39 Information Services				1	1
	40 Internet-related services					0
	41 Video, Audio, and Character Information Systems					0
Subtotal	1	1	0	1	3	
H Transport and Postal Activities	42 Railway Transport					0
	43 Road Passenger Transport					0
	44 Road Freight Transport	1				1
	45 Water Transport					0
	46 Air Transport					0
	47 Warehousing					0
	48 Services Incidental to Transport	1				1
	49 Postal Activities (Including Mail Delivery)					0
	Subtotal	2	0	0	0	2
I Wholesale and Retail Trade	50 Wholesale Trade (General Merchandise)	1	12	11	5	29
	51 Wholesale Trade (Textile and Apparel)	3	1	1	1	6
	52 Wholesale Trade (Food and Beverages)			3		3
	53 Wholesale Trade (Building Materials, Minerals and Metals, etc.)	1		1	1	3
	54 Wholesale Trade (Machinery and Equipment)		1	1		2
	55 Miscellaneous Wholesale Trade	1	4	3		8
	56 Retail Trade (General Merchandise)	1	1	1		3
	57 Retail Trade (Fabric Goods, Apparel and Apparel Accessori	1		2	1	4
	58 Retail Trade (Food and Beverage)	1	1			2
	59 Machinery and Equipment		1			1
	60 Miscellaneous Retail Trade	4	2	3	4	13
	61 Nonstore Retailers					0
Subtotal	13	23	26	12	74	
J Finance and Insurance	62 Banking		1			1
	63 Financial Institutions for Cooperative Organizations					0
	64 Non-deposit Money Corporations, Including Lending and Credit Card Business					0
	65 Financial Products Transaction Dealers and Futures Commodity Transaction Dealers				1	1
	66 Financial Auxiliaries					0
	67 Insurance Institutions (Including Insurance Agents, Brokers and Services)	1		1		2
	Subtotal	1	1	1	1	4
K Real Estate and Goods Rental/Leasing	68 Real Estate Agencies		3	1	4	8
	69 Real Estate Lessors and Managers	1	4			5
	70 Goods Rental and Leasing	3		1		4
Subtotal	4	7	2	4	17	
L Scientific Research, Professional and Technical Services	71 Scientific and Development Research Institutes					0
	72 Professional Services (Not classified elsewhere)	1	7	1	3	12
	73 Advertising	2	2			4
	74 Technical Services (Not classified elsewhere)	1				1
Subtotal	4	9	1	3	17	
M Accommodations, Eating and Drinking Services	75 Accommodations		1	1	3	5
	76 Eating and Drinking Places		1	1	3	5
	77 Food Take Out and Delivery Services					0
Subtotal	0	2	2	6	10	
N Living-related and Personal Services and Amusement Services	78 Laundry, Hair Dressing, Beauty and Bath Services					0
	79 Miscellaneous Living-related and Personal Services					0
	80 Services for Amusement and Hobbies		1			1
Subtotal	0	1	0	0	1	
O Education, Learning Support	81 School Education					0
	82 Miscellaneous Education, Learning Support					0
Subtotal	0	0	0	0	0	
P Medical, Health Care and Welfare	83 Medical and other Health Services	1	4	1		6
	84 Public Health and Hygiene					0
	85 Social Insurance, Social Welfare and Care services					0
Subtotal	1	4	1	0	6	
Q Compound Services	86 Postal Services					0
	87 Cooperative Associations (Not classified elsewhere)					0
Subtotal	0	0	0	0	0	
R Service industry (Not classified elsewhere)	88 Waste Disposal Business		1			1
	89 Automobile Maintenance Services		1	2	1	4
	90 Machine etc. Repair Services			1		1
	91 Employment and Worker Dispatching Services					0
	92 Miscellaneous Business Services	2		2	4	8
	93 Political, Business and Cultural Organizations					0
	94 Religion					0
	95 Miscellaneous Services		1	1	3	5
96 Foreign Governments in Japan					0	
Subtotal	2	3	6	8	19	
S Public Service (Except those classified elsewhere)	97 National Government					0
	98 Local Government					0
Subtotal	0	0	0	0	0	
T Unclassified Industries	99 Unclassified Industries	1		1		2
Total		79	83	62	59	283

**The "Project for Enhanced Function of the Mongolia-Japan Center for Human Resources
Development for Capacity Development and Networking of Business Persons"**

Final Report Attachment:

Participant Acceptance Report in Japan

1) "Practical Business Administration" held in September 2018

[Training Schedule]

Implemented dates	Time	Category	Training theme	Destination/Lecturer
9/2 (Sun)			Arrive in Japan	
9/3 (Mon)	9:00–10:00		Program Orientation	JICA Industrial Development and Public Policy Department
	10:00–12:00		Briefing	JICA Tokyo
	13:00–14:45	Lecture	Orientation/Issues confirmation	RPE Senior Consultant Shu NAKAJIMA
	15:00–18:00	Lecture	Introductory Lecture: People-friendly management	Precious Solution Company SUBARU Shun Hojo, Representative Director
9/4 (Tue)	10:30–12:00	Lecture	Toyota Way 4S Flow	Toyota industries Corp, Shigeru Umehara
	14:30–17:30	Lecture	Organizational Development and HR Development	Tomomi Hirano, Deputy Director, Human Resources Development Division, AP Company Co., Ltd.
9/5 (Wed)	10:00–12:00	Tour	Environmental Consciousness: Visit to a plastic bottle recycling plant	Eiichi Hurusawa, CEO, Tokyo Petbottle Recycle Co. Ltd.
	13:00–14:10	Lecture	[Business Exchange Event] Seminar 1 – Introduction to Mongolia's Business Environment	Ko Nakamura, JICA Business Exchange Support Expert
	14:10–14:40	Lecture	[Business Exchange Event] Seminar 2 – Mongolian Laws and Legislation	Hideo Oka, Taisho Law Firm
	15:00–17:00	Practical training	[Business Exchange Event] Mongolian company presentation & poster session	
9/6 (Thu)		Venue change	Shinkansen (Tokyo to Nagoya)	
	13:30–15:40	Tour	Toyota Production System	Toyota Motor Corporation Social Contribution Group
		Venue change	Chartered bus (Toyota → Shin-Osaka)	
9/7 (Fri)	10:00–12:00	Lecture	Management Strategy & Product Development	Yujiro Aoyama, Executive vice-president, Sunpac
	14:30–17:30	Lecture	Management Philosophy, Marketing	President and CEO of Gogyofuku

Implemented dates	Time	Category	Training theme	Destination/Lecturer
	17:30–18:00	Tour	Inspection tour of the product sales area	Susumu Yamanaka MaxValu Nagataminami Store (Gogyofuku)
	19:00–21:00	Practical training	Experiencing customer service at a restaurant chain	AP Company Co., Ltd. Tsukada Nojo, JR Kobe restaurant
9/8,9 (Sat) - (Sun)			Self-training day	
9/10 (Mon)	9:30–11:30	Lecture	Review of First Half	RPE Senior Consultant Shu NAKAJIMA
	13:30–14:30	Lecture	[Business Exchange Event] Seminar 1 – Introduction to Mongolia's Business Environment	Ko Nakamura, JICA Business Exchange Support Expert
	14:30–15:00	Lecture	[Business Exchange Event] Seminar 2 – Mongolian Laws and Legislation	Hideo Oka, Taisho Law Firm
	15:00–17:30	Practical training	[Business Exchange Event] Matching Event	
	14:30–16:30	Lecture	[Non-Participants of the Business Event] Management Philosophy and Manufacturing Concepts Learned from Historic Managers of Japan	Konosuke Matsushita Museum, The Panasonic Museum
9/11 (Tue)	10:00–12:00	Tour	[Service] KAIZEN/3S activities tackled at the office	Hiroki Shide, Office Director, Minami Sales Office, Osaka Chuo Sales II Department, Osaka Branch, Ricoh Japan Corp.
	14:30–16:30	Tour	[Service] Management Philosophy, Marketing, Customer Service	Koganeya Emiko Yoshida, Representative Director
	10:00–12:00	Tour	[Manufacturing] Management based on 3S philosophy	Tanaka tec Yoshiaki Tanaka, President and CEO
	14:00–17:00	Tour	[Manufacturing] Business Strategy and Staff Development of Store Staff	Miki House HC Support Hiroshi Fujiwara, Vice President
	17:00–18:00	Tour	[Manufacturing] Store tour	Miki House
9/12 (Wed)	10:00–12:30	Lecture	[Service] Business Strategy, Customer Satisfaction	Kansai Home Service Reiko Takamiya, Representative Director
	14:00–17:30	Tour	[Service] Business Plans, Employee Satisfaction, Branding	Takashi Miyahira, Representative Director, Dreams, Inc.
	10:00–12:00	Tour	[Manufacturing] Management Strategy and HR Development, Skill Management	Executive Officer, Yamaoka Seisakusho Co., Ltd. Shigeru Nishimura, General Manager, Equipment Manufacturing Department

Implemented dates	Time	Category	Training theme	Destination/Lecturer
	15:00–17:00	Tour	[Manufacturing] Management Strategy & Branding	Masaki Sugiura, Representative Director, HAGURUMA Co., Ltd.
9/13 (Thu)	10:00–12:30	Lecture	How to Promote KAIZEN Activities Based on Principles and Fundamental Rules	Faculty of Engineering, Department of Environmental Engineering, Osaka Institute of Technology Professor, Kentaro Minagawa
	13:30–15:00	Practical training		
	15:15–17:15	Practical training		
9/14 (Fri)	10:00–12:30	Presentations	Results Presentation 1	RPE Senior Consultant Shu NAKAJIMA
	13:30–15:00	Presentations	Results Presentation 2	
	15:15–16:15		Assessment committee	Haruka Tatsumi, RPE
	16:30–17:15		Closing ceremony	Toshiki Sadatani, Administration Division II, JICA Kansai
9/15 (Sat)		Venue change	Kobe → Fukuoka	
9/16 (Sun)			Return home	

[List of Participants]

No.	Name	Organization	Title	Field of Business
1	Ms. GALBADRAKH Gerelmaa	Goyo LLC	HR Manager	Manufacturing and sales of cashmere products
2	Ms. JADAMBA Munkhtsetseg	Mongol Bath Construction LLC	General Director	Manufacturing and sales of bathtub
3	Ms. LAMJAV Munkhtuya	Neu Kraft LLC	General Director	Electricity and water equipment installation service
4	Ms. AKIM Gulmaira	Asylmura Co., Ltd.	General Director	Manufacturing and sales of embroidery products
5	Ms. BAYARAA Enkhzaya	Monos Pharma LLC	Production Director	Pharmaceutical
6	Mr. SODNOMTSEREN Manlai	Sopoco Co., Ltd.	CEO	Manufacturing and sales of panels
7	Mr. OYUNCHIMEG Munkhjargal	Vitafit Impex Co., Ltd.	Head of Logistics Division	Manufacturing and sales of beverage
8	Ms. BATBAYAR Soliragchaa	Takhi Joint Stock Company	Chief Accountant	Real estate
9	Mr. TSEGMED Bumtsend	Chiglel Co., Ltd.	General Director	Manufacturing and sales of cooking utensils
10	Ms. JAMIYANSENTEE Odonchimeg	Tses Khairkhan	Head of HR	Grocery

No.	Name	Organization	Title	Field of Business
		LLC	and Administration	manufacturing
11	Mr. GAIRIN Bold	Algel Star Co., Ltd.	Director	Manufacturing and sales of glass
12	Ms. TSOODOL Unurjargal	Asterisk Technologies LLC	Sales Director	Design and sales of business software
13	Mr. SAMDAN Ganbat	Doloon Boldog LLC	Executive Director	Manufacturing and sales of kitchen furniture
14	Mr. PUREVJAV Ganzorig	Auto SOS LLC	Chairman of the Board	Road accident insurance agency
15	Ms. NARANTUYA Batsukh	NUM, Business School	Manager	Education
16	Mr. NATSAGDORJ Batchuluun	Oyu Tolgoi LLC	Specialist	Mining company
17	Ms. KHALTARKHUU Garmaabazar	MOJC	Chief of Unit of General Affairs	Education

[Contents of Training Results Presentation]

No.	Item	Content
1	Name	Ms. GALBADRAKH Gerelmaa
	Challenges and what I hope to learn in Japan (written before visiting Japan)	<ul style="list-style-type: none"> • How to expand possibilities in terms of increasing exports and customers • How to realize management that responds to change • Factory employee training policies and techniques • Japanese management methods to boost employee retention
	What I learned in Japan	I was able to learn all the items above
	Action plan	<p>(1) Begin training new employees from Sept.27. Spend a full day on training once every two weeks. Review training for the next round, finalize content, and begin by Nov.1.</p> <p>(2) With regard to Japanese-Style Management, introduce upper management to the philosophy of managing in a way that values people and puts employees first. Also implement KAIZEN and 5S training.</p>
2	Name	Ms. JADAMBA Munkhtsetseg
	Challenges and what I hope to learn	<ul style="list-style-type: none"> • Ways to reduce waste • How to implement 5S and KAIZEN

No.	Item	Content
	in Japan (written before visiting Japan)	
	What I learned in Japan	I learned that quality can be improved by implementing KAIZEN and reducing waste.
	Action plan	(1) Examine and clarify our management philosophy by the end of September. (2) Implement 3S and the Seven Wastes upon returning to Mongolia. Once each month, hold enjoyable training sessions modeled after those by Professor Minagawa, also implement 3S activities for 5 minutes every day and 30 minutes on weekends.
3	Name	Ms. LAMJAV Munkhtuya
	Challenges and what I hope to learn in Japan (written before visiting Japan)	<ul style="list-style-type: none"> • KAIZEN and how to boost employee retention
	What I learned in Japan	I learned the importance of being more productive rather than just trying to make people work harder. I also learned how to find waste, the importance of making employees feel positive towards the company, and aspects of customer service.
4	Action plan	(1) Start 5S and KAIZEN activities from October 17. Also plan to conduct training that enhances awareness of 5S and KAIZEN among HR managers and staff. (2) Conduct a survey in November to help increase customer satisfaction. Ask employees to think about what is best for the company's future and discuss it with them. (3) Begin training new employees from May. Teach new employees about the company's history, internal rules, working conditions etc.
	Name	Ms. AKIM Gulmaira
	Challenges and what I hope to learn in Japan (written before visiting Japan)	<ul style="list-style-type: none"> • To discover how plant layout affects productivity • To find out about how much impact individuals' behavior has on business. • To learn what kind of approaches can help align all employees towards a single goal • To learn how we can focus on understanding customers to ensure our company's operation over the long term • To learn how to improve coordination between departments
	What I learned in	Until now, we had two visions, but no philosophy or opportunity to instill the value of the visions in people. I learned that, despite having

No.	Item	Content
	Japan	a great vision, we have not been harnessing its value.
	Action plan	(1) Hold individual and group meetings starting at the end of September to ensure that employees understand why our company is important to society and individuals. (2) From the beginning of the year, consider the automation and digitization of processes, and start shifting towards automation from March. Consider a five-year business plan together with employees.
5	Name	Ms. BAYARAA Enkhzaya
	Challenges and what I hope to learn in Japan (written before visiting Japan)	<ul style="list-style-type: none"> • I came to Japan to learn about issues such as how to boost productivity
	What I learned in Japan	I learned about Japanese-style management as well as automation. The first thing I learned was the importance of teaching people to respect and take care of each other. I also learned the process of implementing automation at factories through the variety of company visits.
	Action plan	I want to start implementing the concepts we learned without being confined by the original challenges I came to learn about. (1) Promote Japanese style management in close communication with employees. Instill Japanese-style management at three of our factories starting in 2019. Get ready for training while organizing the necessary materials. (2) Since automation requires a large investment, identify high risk processes over roughly two years of research and automate beginning with those.
6	Name	Mr. SODNOMTSEREN Manlai
	Challenges and what I hope to learn in Japan (written before visiting Japan)	<ul style="list-style-type: none"> • I wanted to learn about sales and marketing, especially with regard to sales in Japan.
	What I learned in Japan	I only thought in terms of profit and sales before coming, but I now realize the importance of thinking about employees and their families. I learned for the first time that customer satisfaction begins with employee satisfaction. I also learned about product development and how to show products at POP. I discovered that Konosuke Matsushita ran his business from his love of country, people, and a wish to promote joy in the world, and learned the importance of working from

No.	Item	Content
		that mindset.
	Action plan	<p>(1) Implement training for new hires. Ensure that employees can see a career plan</p> <p>(2) Generate new sources of profit by adding value to products. Instead of lowering quality or prices, control stock levels and prevent quality from degrading.</p> <p>(3) Because our business is seasonal, we have busy periods, so we will consider outsourcing during these times. During low season, we would like to carry out activities like 3S and KAIZEN, and also gather new opinions from employees. I intend to take the lead myself for efforts like 3S and eliminating waste.</p>
7	Name	Mr. OYUNCHIMEG Munkhjargal
	Challenges and what I hope to learn in Japan (written before visiting Japan)	<ul style="list-style-type: none"> • Our biggest challenge is how to get products to the consumer (Mongolia's distribution system differs from Japan in that manufacturers need to bring products to shops, set them up, and collect unsold items)
	What I learned in Japan	I learned the corporate philosophy of supporting people and contributing to society. I learned that every business has some waste, and the importance of clarifying where it is and eliminating it. I also learned how implementing 5S can increase productivity of the workplace. I learned that customer satisfaction depends on employee satisfaction.
	Action plan	<p>(1) Implement 3S at three of the departments that I oversee between November and February. Begin by taking photos of the current situation, then create a plan, secure the budget, and determine the schedule.</p> <p>(2) Speak with all employees about their work goals between October 15 and December 25. Discuss what kind of training is needed, secure a budget, and decide how it should be reflected in pay and bonuses.</p>
8	Name	Ms. BATBAYAR Soliragchaa
	Challenges and what I hope to learn in Japan (written before visiting Japan)	<ul style="list-style-type: none"> • To learn how to formulate business plans and strategies.
	What I learned in Japan	I learned that companies must have a vision, employees must understand it, and we need to create a work environment that people find rewarding. I learned how to capture customer needs to create new

No.	Item	Content
		products. I also discovered that the best form of a company is to leverage its own advantages, and for shortcomings, to enlist the help of other companies and strengthen cooperative relationships. I was deeply impressed by how Japanese people are passionate about protecting Japan's long-cherished culture, tradition, and history, as well as by their attitude of hospitality.
	Action plan	(1) Implement 3S. If we successfully Implement 3S, we can avoid work-related failures before they occur. (2) Since we are currently considering new business, proceed by finalizing the business plan and enlist the cooperation of other companies in areas where we have shortcomings.
9	Name	Mr. TSEGMED Bumtsend
	Challenges and what I hope to learn in Japan (written before visiting Japan)	<ul style="list-style-type: none"> • To learn Japanese-style management and use that knowledge to become an industry leader in Mongolia • To learn how to implement 5S and be recognized for quality • How to export our products to Japan
	What I learned in Japan	I discovered that by thoroughly implementing 3S, it is possible to eliminate waste, increase productivity, and reduce defective products. I feel that I gained the basic knowledge needed to improving the job site. I learned that the most important management resource is human resources, and company profits follow the fostering of them. I learned that contributing to society through the company's core business is what leads to company expansion.
	Action plan	(1) Implement 3S and KAIZEN for 2 years beginning November. In particular, manage and operate our new plant that starts operating in November by using Tanaka tec as a model, which is a similar business. (2) Start developing human resources from November. Promote worker-friendly management.
10	Name	Ms. JAMIYANSENGEE Odonchimeg
	Challenges and what I hope to learn in Japan (written before visiting Japan)	<ul style="list-style-type: none"> • How to make a perfect product • Japanese-style Management
	What I learned in Japan	I was impressed by how everything was done wholeheartedly, and the fact that everything people did went beyond expectations. I also discovered that the fundamental aspect of Japanese-style management is human resource development. I learned that quality improves when

No.	Item	Content
		the character of employees improves.
	Action plan	(1) Improve our management system. Since the development of each employee is linked to our company's growth, consider individual life plans for employees and clearly show them their career path.
11	Name	Mr. GAIRIN Bold
	Challenges and what I hope to learn in Japan (written before visiting Japan)	<ul style="list-style-type: none"> • To solve problems in the factory through 5S, employee work efficiency, etc. • Learn how factories with a similar format are implementing 5S • How to create a company culture
	What I learned in Japan	I learned how to clarify waste with 5S, perform KAIZEN, and improve efficiency. For 5S, it is important that employees participate and activities are implemented as a team. I learned that putting employees in the best position for them at work makes it easier for them to do their job.
	Action plan	<p>(1) Begin implementing 5S from the end of September. Communicate what was learned in Japan to employees, organize our issues, and discuss how we will solve our problems as a team before executing our plan.</p> <p>(2) Start improving production management from October. Take pictures of the current production process and discuss KAIZEN points. Clarify wastes and sort them out.</p> <p>(3) Start promoting a company culture from October. Train people on worker-friendly management procedures and think about the value our company offers</p>
12	Name	Ms. TSOODOL Unurjargal
	Challenges and what I hope to learn in Japan (written before visiting Japan)	<ul style="list-style-type: none"> • How to improve employee satisfaction and quality • Project management techniques • Human resource development (how to improve labor shortages, training and workshops)
	What I learned in Japan	As my first visit to Japan, I learned many things.
	Action plan	<p>(1) Think about and clarify our company's goals and management philosophy together as a team with employees.</p> <p>(2) Establish an in-house KAIZEN team and hold weekly meetings</p> <p>(3) Boost employee satisfaction. Begin by preparing a manual for new employees. Be the kind of place where people can work comfortably, and achieve better productivity. Speak with employees</p>

No.	Item	Content
		regularly.
13	Name	Mr. SAMDAN Ganbat
	Challenges and what I hope to learn in Japan (written before visiting Japan)	<ul style="list-style-type: none"> • To experience organization and safety management at factories in Japan. • To learn how to reduce transportation and its costs • To investigate ways to transport goods from Japan to Mongolia • To investigate ways to minimize shipping time
	What I learned in Japan	By visiting the companies and conducting 3S/5S activities, I discovered that 3S activities are the most appropriate method for SMEs. I have been working as a manager for about 11 years, but it has not gone smoothly as about 70% of our employees have left the company. I now realize that the reason they left the job was because we did not take into account the happiness of them and their families.
	Action plan	<ol style="list-style-type: none"> (1) Implement 3S (2) Change our management philosophy in order to raise employee satisfaction and impress customers (3) Become one of Mongolia's most loved companies, since the foundation of management is its people
14	Name	Mr. PUREVJAV Ganzorig
	Challenges and what I hope to learn in Japan (written before visiting Japan)	<ul style="list-style-type: none"> • To shift towards software (ERP) by coordinating paperwork-related procedures, including on financial management, management accounting, HR management, and the general affairs management of our main & sub businesses • To learn why the employees of Japanese companies are so passionate about their work, put their heart into it, and stay with companies for so long • To learn Japanese service standards and service culture, and implement them at our company
	What I learned in Japan	Although we had been had already being implementing worker-friendly management at our company, I learned that we need to promote a culture of working together with employees as a team. In terms of developing human resources, I also discovered the importance of valuing emotional aspects over financial ones
	Action plan	<ol style="list-style-type: none"> (1) Implement worker-friendly management. Visualize our company's aspirations and instill them in employees in order to properly connect with employees' lives and life goals. Implement these between October and December 2018. (2) Introduce Japan's service culture at our company. To improve customer service, link its achievement to career advancement and pay raises. (3) With regard to staff development and evaluation, make it possible for employees to choose what department to work in themselves.

No.	Item	Content
		(4) Incorporate new technologies and innovations such as VR training.
15	Name	Ms. NARANTUYA Batsukh
	Challenges and what I hope to learn in Japan (written before visiting Japan)	<ul style="list-style-type: none"> • How to implement training from organizations that provide training and consulting services • To learn the best practices of 5S at Japanese companies • To learn methods to improve store management and develop products
	What I learned in Japan	I learned that in the course of running the store, we somehow forgot its original goal, focused only on profit, stopped listening to customer comments, and just did what we wanted to do. 3S did not go well for us because we implemented in a 'top down' manner, but this training taught me the importance of leading by example and listening to the opinions of staff.
	Action plan	<p>(1) We have to change ourselves to be understood by others. I hope to implement what I learned in Japan while gradually gaining the understanding of others.</p> <p>(2) We need to clarify what is normal and what is not normal.</p> <p>(3) I want to listen to the hopes and dreams of interns, and cultivate them into the kind of people who can effectively engage in business by the time they graduate.</p>
16	Name	Mr. NATSAGDORJ Batchuluun
	Challenges and what I hope to learn in Japan (written before visiting Japan)	<ul style="list-style-type: none"> • I feel that Mongolian companies are not adequately implementing management and need a better awareness of the job of a manager
	What I learned in Japan	While in Mongolia we mostly learned about large Japanese companies, but this training taught me that even SMEs are successfully creating effective corporate management visions and instilling them in employees
	Action plan	(1) Consult on human resource development and quality/production management. Prepare and introduce presentations to promote an understanding of why we are in business.
17	Name	Ms. KHALTARKHUU Garmaabazar
	Challenges and what I hope to learn in Japan (written	<ul style="list-style-type: none"> • To learn new knowledge and know-how needed to establish personnel systems (standards, regulations, etc.) • To learn new knowledge and know-how needed to comprehensively perform 5S and KAIZEN activities (sustainability, opinions of all employees themselves, participation in planning, etc.)

No.	Item	Content
	before visiting Japan)	
	What I learned in Japan	In the past, we only conveyed knowledge and info to participant companies, but I have now learned the importance of continuing to provide guidance until they actually understand.
	Action plan	(1) Formulate a plan after interviewing employees about their needs, and provide training to staff from January after working out details among division managers and securing a budget. (2) Work with the KAIZEN team in MOJC to decide what is normal, and measure the effectiveness of KAIZEN in a format that allows us to compare results numerically.

2) “Practical Business Administration”, held in September 2019

[Training Schedule]

Implemented dates	Time	Category	Training theme	Destination/Lecturer
9/1 (Sun)			Arrive in Japan	
9/2 (Mon)	09:00-10:00		Program Orientation	JICA Industrial Development and Public Policy Department
	10:00-12:30		Briefing	JICA Tokyo
	13:30-15:30	Lecture	Course Orientation	RPE Senior Consultant Shu NAKAJIMA
	15:45-17:45	Lecture	Introductory Lecture: History and Culture of Japan (Characteristics of Japanese Companies)	Rehishikaido Promotional Council
9/3 (Tue)	09:30-12:00	Lecture	Promotional Strategies and their Importance	Sakura International co., ltd.
	14:00-17:00	Lecture	Achievement of the highest customer satisfaction: Philosophy-based Management and Organizational Development	Human Resources Development Division, AP Company Co., Ltd.
	17:30-20:30	Practical Training	Experiencing customer service at a restaurant chain	AP Company Co., Ltd. Tsukada Nojo, JR Shinjuku restaurant
9/4 (Wed)	10:00-12:00	Lecture	Business Philosophy and Corporate Culture - Approach to Management -	Aircon Service Co., Ltd.
	Business Networking Event			
	14:00-16:00	Lecture	Seminar 1-Introduction to Mongolia's Business Environment	Ko Nakamura, JICA Business Exchange Support Expert
		Lecture	Seminar 2-JICA's support initiatives for SMEs and SDG Businesses	JICA Office for Private Sector Partnership, Planning and Collaboration Division
16:00-17:00	Practical Training	[Business Exchange Event] Poster session		
9/5 (Thu)		Venue change	Shinkansen (Tokyo to Nagoya)	
	13:30-15:40	Tour	Toyota Production System	Toyota Motor Corporation
		Venue change	Chartered bus (Toyota → Osaka)	
9/6 (Fri)	10:00-12:00	Lecture		Faculty of Engineering, Department of Environmental Engineering, Osaka Institute of Technology Professor, Kentaro Minagawa
	13:00-17:00	Practical Training	How to Promote KAIZEN Activities Based on Principles and Fundamental Rules	
9/7 (Sat)	10:00 - 11:00	Tour	Management Philosophy and Manufacturing	Konosuke Matsushita Museum, The Panasonic Museum

Implemented dates	Time	Category	Training theme	Destination/Lecturer
	13:30-17:30	Tour	Japanese Culture Experience Program (Kyoto)	Rehishikaido Promotional Council
9/8 (Sun)			Self-training day	
9/10 (Mon)	09:30-11:30	Practical Training	Review of First Half	RPE Senior Consultant Shu NAKAJIMA
	14:00-17:00	Lecture / Practical Training/ Tour	The Management Philosophy and HR Development Practices of a Long-established Department Store: Service from a Customer Perspective and Marketing Strategy	Kyoto Takashimaya
9/11 (Tue)	07:30-11:30	Tour	3S Activities and process management by all participants	Yamada Manufacturing Co., Ltd.
	14:00-16:00	Tour	5S/Safety management	KTC Kyoto Tool Co., Ltd.
9/12 (Wed)	10:00-12:00	Lecture	Company's experience in overcoming a crisis situation	Tarumasa Co. Main Store
	14:00-17:00	Lecture	Management Philosophy, Marketing	President and CEO of Gogyofuku
	17:00-17:30	Tour	Inspection tour of the product sales area	Susumu Yamanaka
9/13 (Thu)	10:00-12:00	Tour	Company Museum Tour: Founder's Spirit	Cup Noodles Museum, Osaka Ikeda
	13:30-17:30	Practical Training	Prepare for result presentations	RPE Senior Consultant Shu NAKAJIMA
9/14 (Fri)	10:10-12:45	Presentation	Results Presentation 1	RPE Senior Consultant Shu NAKAJIMA
	12:45-13:40	-	Exchanging opinions	JICA KANSAI
	13:40-14:30	Presentation	Results Presentation 2	RPE Senior Consultant Shu NAKAJIMA
	14:40-15:30	-	Assessment committee	RPE Haruka TATSUMI
	15:45-16:30		Closing ceremony	JICA KANSAI
9/15 (Sat)			Return home	

[List of Participants]

No.	Name	Organization	Title	Field of Business
1	Mr.MISHIGDORJ Bayarmagnai	MYK Co., ltd	Manager of Engineering Division	Interior Design
2	Ms.DAMDINSHIREV Bundkhorol	Vortex LLC	Director	Building Construction
3	Mr.ERDENEBAATAR Ganbaatar	Gobi Khangai Mebel LLC	Head of Sales Marketing Department	Manufacturing of furniture
4	Mr.PUREVSUREN Todrol	Monos Food JSC	CEO	Grocery manufacturing
5	Ms.TSERENDAGVA Sarantsetseg	MS Garment LLC	Director	Manufacturing and sales of Leather

No.	Name	Organization	Title	Field of Business
				Clothes
6	Mr.BAT-OCHIR Chinzorig	Shugam LLC	General Manager	Electrical Wire
7	Mr.DAMDINSHIREV Ganbat	Metroplast LLC	Technical Director	Window frame manufacturing
8	Mr.DUGARSUREN Gankhuyag	General Etalon Co.Ltd	CEO	Architectural concrete production
9	Ms.TUMENJARGAL Solongo	Tavan Bogd Consulting LLC	Legal Counsel	Management Consulting
10	Mr.GANZORIG Ganbayar	Monmaslo LLC	CEO	Food import, manufacturing and sales
11	Ms.LKHAMJAV Gerelmaa	Lifetronik LLC	Sales Manager	Medical equipment sales
12	Ms.CHULTEMDARJAA Khaltmaa	Skytel LLC	BoD Secretary	Mobile Communication
13	Ms.AVIRMED Uyanga	Invescore Property Management LLC	General Manager	Real Estate
14	Mr.BAYARAA Unur	Premium Palace LLC	CEO	Hotels and restaurants management
15	Ms.DAMDIN Uyanga	Bumbugur Properties LLC	CEO	Real estate
16	Mr.DUNJMAA Bat-Erdene	Mon Shibasaki LLC	Engineer	Automobile parts manufacturing
17	Ms.MYAGMARSUREN Byambasuren	Erdenet Carpet LLC	Head of Weaving Department	Carpet export, sales and manufacturing
18	Ms.OTGON Sendegmaa	Titem-Uvs LLC	General Director	Wholesale
19	Ms.DANSRAN Narantuya	Snowfields LLC	General Manager	Manufacturing of cashmere products
20	Ms.TSERENNADMID Dagiisuren	Monbakery LLC	Quality Manager	Food manufacturing
21	Ms.BOLD Khulan	Monfood Land LLC	CEO	Food manufacturing
22	Mr.NYAM-OCHIR Damdindorj	NUM	Lecturer	Education
23	Ms.BADARCHIN Lkhagvasuren	Food and Agriculture Department of Darkhan-Uul Province	Officer of Industry, Trade and Service Agency	Ministries
24	Ms.OYUN Bayarmaa	MOJC	Staff of	Education

No.	Name	Organization	Title	Field of Business
			Business Course Management Unit	
25	Ms.SUKHBAATAR Amarbayasgalan	MOJC	Staff of Japanese Language Unit	Education

[Contents of Training Results Presentation]

Training challenge	Group members (Participant No./Name)	Content
Group 1 Effective ways to sales promotion/ reduce costs	11. Gerelmaa 12. Khaltmaa 22. Damdindorj 23. Lkhagvasuren 24. Bayarmaa 25. Amarbayasgalant	<p>[Group Presentations]</p> <p><u>Challenges faced before coming to Japan:</u> Products and services were not up to the level expected by customers. Segmentation and market research were not sufficient, and strategic marketing was lacking. Inventory management was inefficient. Items were often either overstocked or out-of-stock, resulting in unnecessary costs.</p> <p><u>What we learned in Japan:</u> We learned the importance of participating in exhibitions and presenting enough information with POP and price cards to promote sales. We also felt the importance of carrying out market research and boosting customer satisfaction.</p> <p>[Individual Presentation]</p> <p>Gerelmaa: We will implement morning assemblies to promote staff retention.</p> <p>Khaltmaa: We will develop a long-term business plan and marketing strategy.</p> <p>Damdindorj: We will work to reduce waste to boost productivity.</p> <p>Lkhagvasuren: We will introduce recognition cards, which we learned from the air conditioning service.</p> <p>Bayarmaa: I hope to utilize what I learned in Japan in training new staff.</p> <p>Amarbayasgalant: I intend to improve 5S activities that have become too perfunctory.</p>
Group 2 HR Management	01. Bayarmagnai 02. Bondhur 06. Chinzorig 07. Ganbat 08. Gankhuyag 19. Narantuya 21. Khulan	<p>[Group Presentations]</p> <p>We received training on human resources which is an issue common to all companies. Regardless of the industry of companies we visited, they were all highly diligent and cared about people. After returning to Mongolia, we intend to implement the following four points:</p> <ul style="list-style-type: none"> • Instill our management philosophy, develop individual development plans, and train human resources. • Boost performance by improving the work environment, introduce recognition cards, and reward staff based on years of service. • Manage by clarifying our business plan and setting personal goals based on it. • Interview leaving staff on why they are leaving the company and utilize the insight in HR management. <p>[Individual Presentation]</p> <p>Bayarmagnai: Implement 3S and carry it out on an ongoing basis.</p> <p>Bondhur: Implement of 3S/KAIZEN and quantify daily sales.</p> <p>Chinzorig: As a manager, I will share concepts learned and encourage corporate management.</p>

Training challenge	Group members (Participant No./Name)	Content
		<p>Ganbat: Eliminate waste by introducing 3S and improve the staff retention rate.</p> <p>Gankhuyag: Eliminate waste by introducing 3S/KAIZEN.</p> <p>Narantuya: Ensure safety with 5S, and improve the staff retention rate and productivity.</p> <p>Khulan: Since we experienced setbacks with 5S, we will try again with 3S and promote regular its use.</p>
<p>Group 3 Establishing service standards and promoting staff retention</p>	<p>09. Solongo 13. Wuyunga 14. Unur 15. Wuyunga 18. Sendegumar 20. Dagiisuren</p>	<p>[Group Presentations] <u>Challenges faced before coming to Japan:</u> We were unable to provide reliable service due to unclear standards and high job turnover, making it difficult to achieve customer satisfaction. Productivity was also low due to lack of manuals for work processes and no PDCA structure in place. <u>What we learned in Japan:</u> We felt that the "All Win" mindset is not only important for the company itself, but also for material production and other partners and customers. We learned that a company must work in the same direction by instilling the management philosophy in all, and also that pursuing satisfaction in employees with sincere appreciation and respect ultimately leads to higher satisfaction from customers.</p> <p>[Individual Presentation] Solongo: I felt the importance of being patient and stacking efforts. Wuyunga (No.13): As a first step, we need to strictly implement 5S/KAIZEN. Unur: I will work to ensure employees to understand the company's philosophy and mission. Wuyunga (No.15): I would like to re-examine our work and business plans. Sendegumar: We will set up a customer database and improve POP. Dagiisuren: I want to report what I learned to staff and start holding morning assemblies.</p>
<p>Group 4 Manufacturing process management methods</p>	<p>03. Ganbaatar 04. Todrol 05. Sarantsetseg 10. Ganbayar 16. Bat-Erdene 17. Byambasuren</p>	<p>[Group Presentations] <u>Challenges faced before coming to Japan:</u> We needed to improve the quality of products, as well as appropriate production management methods, occupational health and safety management, structured and systematic production methods, 5S implementation, hiring and training HR. <u>What we learned in Japan:</u> Considering the visits from the manufacturer's perspective, we can see that development was achieved through punctuality, strict adherence to principles, good organizing practices, and Japanization (application of concepts to the company). Good materials are needed to make good products, and to do so, the human resources that work to produce them must be valued. We learned that if employees are happy, they will produce better products.</p> <p>[Individual Presentation] Ganbaatar: I learned the importance of making constant improvement (kaizen) efforts even for something small. Todrol: I would like to better know the flow of production and gain understanding from employees. Sarantsetseg: I will focus on ways to achieve an All Win. Ganbayar: I would like to reorganize the business plan and implement time management. Bat-Erdene: We have already been carrying out 5S, but will add KAIZEN practices as well. Byambasuren: I would like to rethink our monthly plan and strictly implement quality control.</p>

Attachments

- 1) “Practical Business Administration” , held in September 2018
 1. Participants questionnaire results
 2. Participating company questionnaire results of Business Seminar in Tokyo
 3. Participating company questionnaire results of Business Seminar in Osaka

- 2) “Practical Business Administration” , held in September 2019
 1. Participants questionnaire results
 2. Participating company questionnaire results of Business Seminar

“Practical Business Administration”, held in September 2018

2018/9/13

Questionnaire Result

研修員# Participant#	Part 1 ツアー全体について (Evaluation of the tour)										Program Output	研修員毎 平均点 AVE. per participant
	1. Impression of Japan Tour	2. Duration	3. Schedule	4. Number of Company Visit	5. Contents of texts	6. Translation of texts	7. Interpretation and coordination done by training coordinator	8. Facilities at JICA Center	9. Meals (especially each lunch)	10. Transportation	Have you achieved your course objectives?	
1	4	4	5	4	5	3	5	5	4	3	4	4.2
2	5	5	5	5	5	4	5	5	5	5	5	4.9
3	5	4	4	5	4	3	5	4	4		4	4.2
4	5	5	5	4	4	4	4	5	5	4	4	4.5
5	5	3	4	5	3	3	4	5	4	3	4	3.9
6	5	5	5	5	5	4	5	5	5	5	5	4.9
7	5	4	5	5	5	3	5	5	5	5	5	4.7
8	5	3	4	4	4	3	4	4	4	4	5	4.0
9	5	5	4	5	5	3	5	5	5	5	5	4.7
10	5	3	4	4	4	3	4	4	4	5	4	4.0
11	5	5	5	5	5	4	5	5	5	5	5	4.9
12	5	5	4	5	5	4	4	5	5	5	5	4.7
13	5	5	5	4	5	4	5	5	5	5	5	4.8
14	4	4	3	5	3	3	4	4	4	3	3	3.6
15	5	3	4	4	2	2	4	4	3	3	5	3.5
16	5	4	4	3	4	2	5	5	4	4	4	4.0
17	5	5	5	5	5	2	5	5	5	3	5	4.5
結果 Result	5 = Excellent, 4 = Good, 3 = Fair, 2 = Poor, 1 = Very poor											
5	15	8	8	10	9	0	10	12	9	8	10	
4	2	5	8	6	5	6	7	5	7	3	6	
3	0	4	1	1	2	8	0	0	1	5	1	
2	0	0	0	0	1	3	0	0	0	0	0	
1	0	0	0	0	0	0	0	0	0	0	0	
回答数 Number of Response	17	17	17	17	17	17	17	17	17	16	17	
解答率 Response Ratio	100%	100%	100%	100%	100%	100%	100%	100%	100%	94%	100%	全体平均点 AVE.
平均点 AVE.	4.9	4.2	4.4	4.5	4.3	3.18	4.6	4.7	4.5	4.2	4.5	4.36

Unanswered

“Practical Business Administration”, held in September 2018

Questionnaire Result

Part 2 各研修について (Evaluation of each program)

研修員# Participant#	Introductory Lecture by Mr. Hojo	Orientation by Mr. Nakajima	TOYOTA L&F	Lecture of AP Company	Restaurant of AP Company	Tokyo Petbottle Recycles	Business Seminar in Tokyo	TOYOTA	Sunpac	Gogyofuku	Review of first half	Business Seminar in Osaka	Panasonic Museum	Ricoh	Koganeya	Tanaka Tec	Miki House	Kansai Home Service	Dreams	Yamaoka	Haguruma	Lecture of Prof. Minagawa	Workshop of Prof. Minagawa	Preparation of presentation	研修員平均点 AVE. per participant
1	5	5	5	4	5	4	4	4	4	4	5	4	5	/	/	/	/	/	/	4	4	5	5	5	4.53
2	4	5	4	5	4	5	3	4	4	4	4	5	/	5	/	5	5	/	/	3	4	5	5	/	4.39
3	5	5	5	5	4	5	3	5	5	5	5	5	/	5	5	5	/	4	5	/	5	5	5	/	4.78
4	5	5	5	5	5	5	4	5	5	5	5	5	/	5	/	4	4	4	5	5	5	5	5	5	4.84
5	4	4	5	5	5	5	3	5	4	4	4	5	/	5	/	4	5	5	5	5	4	5	5	4	4.47
6	5	5	5	5	5	5	4	5	5	5	5	5	/	5	/	5	5	5	5	5	5	5	5	5	4.95
7	5	5	5	5	5	5	5	5	5	5	5	5	/	5	/	5	5	5	5	5	5	5	5	5	5.00
8	5	5	5	5	5	5	3	5	5	5	5	5	/	4	5	5	/	5	5	5	5	5	5	5	4.84
9	4	5	5	4	5	5	5	5	5	5	5	4	/	4	/	5	5	5	5	5	5	5	5	5	4.84
10	5	5	5	5	5	5	4	5	5	5	5	4	/	4	/	5	5	5	5	5	5	5	5	5	4.89
11	5	5	5	5	5	5	5	5	5	5	5	5	/	5	/	5	5	5	5	5	5	5	5	5	5.00
12	5	4	5	5	5	4	3	5	4	4	5	/	5	5	4	/	5	5	3	5	5	5	5	5	4.53
13	5	5	5	5	5	4	4	5	5	5	5	/	4	/	5	5	5	5	3	5	5	5	5	4	4.79
14	5	5	4	4	5	4	3	4	3	4	4	5	/	5	3	/	5	2	3	5	3	4	4	4	3.89
15	3	5	3	5	5	5	3	5	5	4	5	5	/	5	4	/	5	4	4	4	5	5	5	5	4.47
16	4	4	4	3	3	5	2	5	5	4	3	/	4	/	5	4	4	4	3	4	5	5	5	4	4.00
17	5	5	5	5	5	5	3	5	5	5	5	5	/	5	5	/	5	5	5	5	5	5	5	5	4.89
結果 Result	5 = Very useful, 4 = Useful, 3 = Normal, 2 = Little useful, 1 = Not useful																								
5	12	14	13	13	14	13	3	14	12	11	13	6	6	6	3	8	8	3	3	8	7	15	15	9	
4	4	3	3	3	2	4	5	3	4	6	3	2	3	0	2	2	2	2	1	1	4	0	1	3	
3	1	0	1	1	1	0	8	0	1	0	1	0	0	0	1	0	0	0	2	2	0	1	0	0	
2	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	
1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
回答数 Number of Response	17	17	17	17	17	17	17	17	17	17	17	8	9	6	6	10	10	6	6	11	11	16	16	12	全体平均点 AVE.
解答率 Response Ratio	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	91%	91%	100%	100%	100%	100%	94%	94%	71%	
平均点 AVE.	4.65	4.82	4.71	4.71	4.76	4.76	3.59	4.82	4.65	4.65	4.71	4.75	4.67	5.00	4.33	4.80	4.80	4.17	4.17	4.55	4.64	4.88	4.94	4.75	4.65

Unanswered

Mongolia Business Seminar and Business Networking Event (Sept.5 2018, Tokyo)

Questionnaire Results of Japanese Participant Companies

Industry type	Manufacturing	9	21%
	Service industry	4	9%
	Information and Communications	3	7%
	Construction	5	12%
	Wholesale/retail trade	3	7%
	Consultant	9	21%
	Local government/support organization, etc.	3	7%
	NGO/NPO	0	0%
	Other	7	16%
	Total	43	100%

What prompted participation	JICA	23	55%
	Tokyo Metropolitan Small and Medium Enterprise Support Center	4	10%
	SMRJ	0	0%
	Chiba Bank	3	7%
	SNS	7	17%
	Other	5	12%
	Total	42	100%

Reason for participating	Interested in industry conditions in Mongolia	17	40%
	Interested in interacting with business managers	2	5%
	Considering expanding business to Mongolia	7	16%
	Wanted to gather info	17	40%
	Other	0	0%
	Total	43	100%

Course taught by Nakamura Satisfaction Level	Satisfied	29	67%
	Somewhat satisfied	14	33%
	Neither applies	0	0%
	Somewhat dissatisfied	0	0%
	Very dissatisfied	0	0%
	Total	43	100%

Course taught by attorney Oka Satisfaction Level	Satisfied	15	36%
	Somewhat satisfied	16	38%
	Neither applies	9	21%
	Somewhat dissatisfied	1	2%
	Very dissatisfied	1	2%
Total	42	100%	

Company Presentation & Poster Session Satisfaction Level	Satisfied	9	27%
	Somewhat satisfied	14	42%
	Neither applies	10	30%
	Somewhat dissatisfied	0	0%
	Very dissatisfied	0	0%
Total	33	100%	

Overall Seminar Satisfaction Level	Satisfied	12	35%
	Somewhat satisfied	20	59%
	Neither applies	2	6%
	Somewhat dissatisfied	0	0%
	Very dissatisfied	0	0%
	Total	34	100%

Interested in participating in similar seminars	Want to participate	33	92%
	Neither applies	3	8%
	Not Interested	0	0%
	Total	36	100%

Mongolia Business Seminar and Business Networking Event (Sept.10 2018, Osaka)

Questionnaire Results of Japanese Participant Companies

Overall Seminar Satisfaction Level	Satisfied	11	100%
	Neither applies	0	0%
	Not satisfied	0	0%
	Total	11	100%

Reasons for Satisfaction Levels

- I was able to gain insight on risks for Japanese companies and talk business with a specific Mongolian company.
- Leaned about the actual conditions in Mongolia
- I was able to have a discussion with Mr. Nakamura and Mr. Oka
- There were many people from both countries who had a high level of interest
- I was able to hear the opinion from actual local people
- There was substantial information
- I was able to get a good overview of business there

Particularly Informative Programs (multiple selection allowed)	Course taught by Nakamura	10
	Course taught by attorney Oka	8
	Company discussion/exchange	4
	Individual discussion	4

Interested in participating in similar seminars	Want to participate	9	82%
	Not Interested	0	0%
	Unanswered	2	18%
	Total	11	100%

“Practical Business Administration”, held in September 2019

Questionnaire Result

研修員# Participant#	Part 1 ツアー全体について (Evaluation of the tour)										Program Output	研修員毎 平均点 AVE. per participant
	1. Impression of Japan Tour	2. Duration	3. Schedule	4. Number of Company Visit	5. Contents of texts	6. Translation of texts	7. Interpretation and coordination done by training coordinator	8. Facilities(Hotel)	9. Meals (especially each lunch)	10. Transportation	Have you achieved your course objectives?	
1	5	5	5	4	5	4	4	4	5	5	4	4.55
2	5	4	5	4	5	3	5	3	3	4	4	4.09
3	5	5	5	5	5	4	5	5	5	5	5	4.91
4	5	3	3	4	4	4	4	4	4	5	5	4.09
5	5	5	5	5	5	5	5	5	5	5	5	5.00
6	4	4	4	4	4	4	4	3	4	4	4	3.91
7	5	4	4	4	5	5	3	5	5	5	5	4.64
8	5	5	5	5	5	5	5	5	5	5	4	4.91
9	5	5	5	5	5	5	5	5	5	5	4	4.91
10	5	5	5	5	5	5	4	5	5	5	5	4.91
11	5	5	5	5	5	5	4	5	5	5	5	4.91
12	5	5	5	5	5	5	5	5	4	5	5	4.91
13	5	5	5	5	5	5	4	5	5	5	5	4.91
14	5	5	5	5	5	5	5	5	5	5	5	5.00
15	5	5	5	5	5	5	5	5	5	5	5	5.00
16	5	4	4	4	4	4	5	4	4	5	4	4.36
17	5	5	5	5	5	5	5	5	5	5	5	5.00
18	5	5	5	5	5	5	5	4	4	5	4	4.73
19	5	5	4	4	4	5	5	5	5	5	4	4.73
20	5	5	5	5	5	4	5	5	4	5	4	4.73
21	5	4	5	5	5	5	5	5	5	5	4	4.82
22	5	4	5	5	5	5	5	5	5	5	5	4.91
23	5	4	5	5	5	5	5	5	5	5	5	4.91
24	5	5	5	5	5	5	5	5	5	5	5	5.00
25	5	5	5	5	5	5	5	5	5	5	4	4.91
結果 Result	5 = Excellent, 4 = Good, 3 = Fair, 2 = Poor, 1 = Very poor											
5	24	17	20	19	22	16	21	19	18	23	14	
4	1	7	4	6	3	7	4	4	6	2	11	
3	0	1	1	0	0	2	0	2	1	0	0	
2	0	0	0	0	0	0	0	0	0	0	0	
1	0	0	0	0	0	0	0	0	0	0	0	
回答数 Number of Response	25	25	25	25	25	25	25	25	25	25	25	
解答率 Response Ratio	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
平均点 AVE.	4.96	4.64	4.76	4.76	4.88	4.56	4.84	4.68	4.68	4.92	4.56	全体平均点 AVE. 4.75

“Practical Business Administration”, held in September 2019

Questionnaire Result

Part 2 各研修について (Evaluation of each program)

研修員# Participant#	Orientation by Mr. Nakajima	Introductory Lecture by Rekishikai do	Sakura International	Lecture of AP Company	Restaurant of AP Company	Aircon Service	Business Seminar in Tokyo	TOYOTA	Lecture of Prof. Minagawa	Panasonic Museum	Cultural study in Kyoto	Review of first half	Takashimaya	Yamada	KTC	Tarumasa	Gogyofuku	Cup Noodles Museum	研修員毎平均点 AVE. per participant
1	5	5	5	4	4	5	4	5	5	4	5	5	4	5	5	4	5	5	4.67
2	4	3	3	4	4	5	3	4	5	4	4	5	3	5	3	3	3	3	3.78
3	5	5	3	5	5	5	4	5	5	5	5	5	5	5	5	5	5	5	4.83
4	4	4	3	5	5	5	3	5	5	5	5	4	3	5	5	4	4	5	4.39
5	5	5	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4.94
6	4	4	3	4	4	4	5	5	5	5	4	4	4	4	5	4	4	4	4.22
7	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	4.89
8	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5.00
9	5	5	4	5	5	5	5	5	5	5	4	5	4	5	5	3	5	4	4.67
10	5	4	5	5	5	5	3	5	5	5	5	5	5	5	5	5	5	4	4.78
11	5	5	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4.94
12	5	5	4	5	5	5	4	5	5	5	4	5	4	4	5	4	5	4	4.61
13	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5.00
14	5	5	3	5	5	5	3	5	5	5	5	5	5	5	5	5	5	5	4.78
15	5	5	3	5	5	5	3	5	5	5	5	5	3	5	5	5	5	5	4.67
16	4	4	4	5	4	4	3	5	5	5	4	5	4	5	5	4	4	4	4.33
17	5	5	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4.94
18	4	5	4	5	4	5	4	4	5	5	5	5	5	4	4	5	5	4	4.56
19	5	5	4	5	5	4	5	5	5	5	5	5	5	5	5	4	5	5	4.83
20	5	4	3	5	5	5	4	4	5	4	5	5	4	5	4	4	3	4	4.33
21	5	5	3	5	5	5	4	5	5	5	5	4	4	5	5	5	5	4	4.67
22	5	5	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	4.89
23	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5.00
24	5	5	3	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4.89
25	5	4	4	5	5	5	5	5	5	5	5	5	4	5	5	4	5	5	4.78
結果 Result	5 = Very useful, 4 = Useful, 3 = Normal, 2 = Little useful, 1 = Not useful																		
5	20	18	6	22	20	22	13	22	25	22	20	22	14	22	22	15	19	14	
4	5	6	10	3	5	3	6	3	0	3	5	3	8	3	2	8	4	10	
3	0	1	9	0	0	0	6	0	0	0	0	0	3	0	1	2	2	1	
2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
回答数 Number of Response																			全体平均点 AVE.
	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	
解答率 Response Ratio	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
平均点 AVE.	4.80	4.68	3.88	4.88	4.80	4.88	4.28	4.88	5.00	4.88	4.80	4.88	4.44	4.88	4.84	4.52	4.68	4.52	4.70

Mongolia Business Seminar and Business Networking Event (Sept.4 2019, Tokyo)

Questionnaire Results of Japanese Participant Companies

Number of participant	69
Number of responses	28
Response rate	41%

Industry type	Manufacturing	5	18%
	Service industry	2	7%
	Information and Construction	1	4%
	Wholesale and Retail Trade	4	14%
	Consultant	10	36%
	Local government/support organization, etc.	0	0%
	NGO/NPO	0	0%
	Other	5	18%
	Total	28	100%

What prompted participation	JICA website	9	32%
	JICA e-zine	8	29%
	Tokyo Metropolitan Small and Medium Enterprise Support	0	0%
	SNS	2	7%
	Referral from a friend or acquaintance	7	25%
	Other	2	7%
	Total	28	100%

Reason for participating	Interested in industry conditions in Mongolia	15	44%
	Interested in interacting with business managers	3	9%
	Considering expanding business to Mongolia	5	15%
	Gathering information	10	29%
	Other	1	3%
	Total	34	100%

* Multiple answers allowed

Course taught by Nakamura Satisfaction Level	Satisfied	23	82%
	Somewhat satisfied	3	11%
	Neither applies	1	4%
	Somewhat dissatisfied	1	4%
	Very dissatisfied	0	0%
	Total	28	100%

Comments:

- The latter half of material, which was not presented, is very important. We not only need examples of success, but also businesses able to operate in a Japanese way.
- Event covered several points, had a practical standpoint, and touched on both positive and negative aspects. I found it very informative.
- I was able to get a clear grasp of Mongolia's characteristics. Wish there were more tips on expanding business into Mongolia.

JICA Scheme Explanation Satisfaction Level	Satisfied	15	54%
	Somewhat satisfied	11	39%
	Neither applies	2	7%
	Somewhat dissatisfied	0	0%
	Very dissatisfied	0	0%
	Total	28	100%

Comments:

- I learned a lot of new information.
- I would have liked more specific examples.
- I learned the significance of SDGs and how Mongolian companies are focusing efforts on it.

Poster Session Satisfaction Level	Satisfied	15	75%
	Somewhat satisfied	4	20%
	Neither applies	1	5%
	Somewhat dissatisfied	0	0%
	Very dissatisfied	0	0%
	Total	20	100%

Comments:

- Poster contents were easy to understand. Having an interpreter there also helped communication go smoothly.
- I hoped to interact more with Japanese people.
- (Not sure if it was provided, but) it would have been better to get company info in advance.

Overall Satisfaction Level	Satisfied	19	73%
	Somewhat satisfied	5	19%
	Neither applies	2	8%
	Somewhat dissatisfied	0	0%
	Very dissatisfied	0	0%
	Total	26	100%

Comments: •I gained insight on Mongolia