

Implemented by



Sponsored by



Project on Market Access Through E-Commerce Promotion for Women-Led SMEs

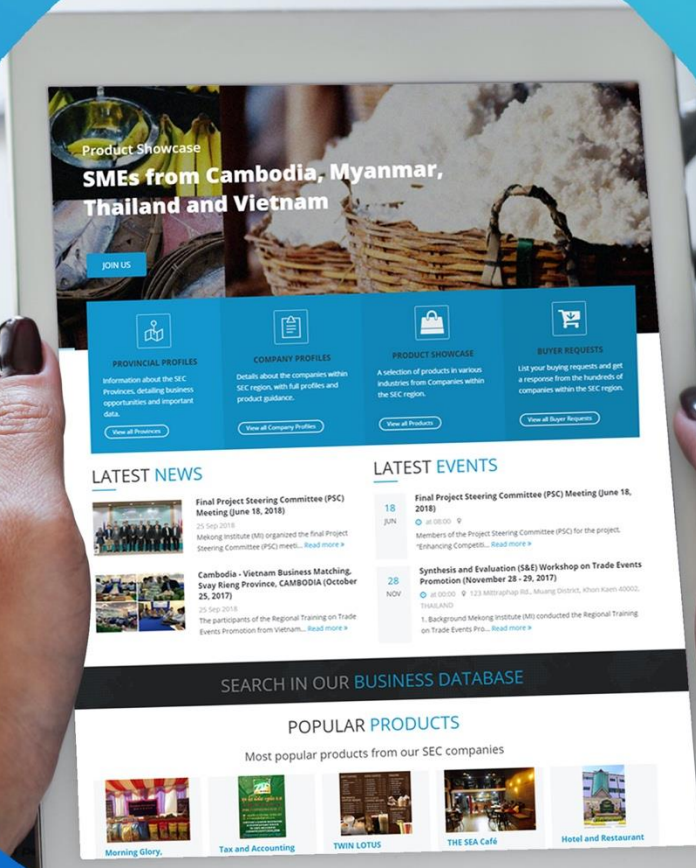
ONLINE MODULAR TRAINING PROGRAM ON

Entrepreneurship Development Through E-Commerce Promotion

May-September 2022

Mekong Institute
Khon Kaen, Thailand

Curriculum Design Statement



Implemented by



Sponsored by



Curriculum Design Statement

The 3rd Modular Training Program on “Entrepreneurship Development Through E-Commerce Promotion”

May-September 2022 | Mekong Institute

Contents

1. Introduction.....	3
1.1 Background.....	3
1.2 Project Overview	4
1.3 Introduction of the Modular Training.....	4
2. Objectives of the Training	4
3. Profiles of Targeted Participants	5
4. Duration and Location	6
5. Broad Outline of the Training Curriculum.....	7
Module 1: The New Trends of Entrepreneurship and E-Commerce after the COVID-19 Pandemic	7
Module 2: Practical Steps and Tools Kit to Start and Operate Cross Border E-commerce	8
Module 3: Access to Korean Market for SME Products	9
Module 4: Development of Export E-Market Plan - Practical Guideline.....	10
Module 5: Action Plan Development	11
6. Approach of the Training	11
7. Monitoring and Evaluation	11
8. Contact	14

1. Introduction

1.1 Background

Women's entrepreneurship has been recognized as an important untapped source of economic growth. Women entrepreneurs create new jobs for themselves and others. They also provide diverse solutions and approaches to management, organization, and business problems, as well as innovative ways in maximizing entrepreneurial opportunities.

Women entrepreneurs assume an important role in the economies of the Mekong countries. In Cambodia, 55 percent of all businesses are owned by women, whereas in Lao PDR and Vietnam, women-owned businesses represent 40 and 25 percent, respectively. A common issue with women-led SMEs is that while they work under the same macroeconomic, regulatory, and institutional environments as their male counterparts, they face additional gender-specific barriers such as social acceptability and gender biases, time constraints, credit barriers, limited access to networks and infrastructure, and lack of experience and capacity¹. According to a study carried out by the International Finance Corporation, women-owned businesses rarely grow from micro to small- and medium-size enterprises.

The emergence of e-commerce has provided ample opportunities for SMEs to grow and take advantage of new markets. Although most of e-commerce transactions take place in developed countries, developing countries have recently started to catch up. For example, People's Republic of China (PRC) is now the largest e-commerce (business-to-consumers – B2C) market in the world, surpassing the United States of America. The Alibaba Group of PRC has grown by 120 percent since 2013. Other than PRC, B2C market segment is growing at a fast rate in Indonesia, India, Thailand, and Vietnam. Even Cambodia, Lao PDR, and Myanmar have shown relatively small but real progress in online business development.

The outbreak of Covid-19 pandemic since early of 2020 has caused a sharp deceleration in economic activity in most sectors and countries, affecting production, distribution and consumption. During the pandemic, the pandemic has led to a surge in e-commerce and accelerated digital transformation. As lockdowns became the new normal, businesses and consumers increasingly "went digital", providing and purchasing more goods and services online, raising e-commerce's share of global retail trade from 14% in 2019 to about 17% in 2020. We have also witnessed e-commerce growth in Mekong countries with long-term implications. However, the existing digital divides are likely to result in even greater inequalities, which would worsen the pre-existing social, economic and environmental vulnerabilities of developing countries. suffering from unequal access to information, skills, networks and resources

During the lockdowns, most of women have to spent more time at home and take more responsibilities than pre-pandemic to take care of children and families. This further affected their capacity to access to social protections, information, skills, networks and resources, let alone business opportunities. As for women-led enterprises - especially SMEs in the Mekong region - have yet to fully realize their potentials in harnessing e-commerce for market development due to the challenges outlined above.

¹ ADB (2018), Small- and Medium-Sized Enterprises in Asia and the Pacific: Context and Issues

1.2 Project Overview

Against this background, Mekong Institute (MI) is continuously carrying out the three-year capacity building project on “**Market Access Through E-Commerce Promotion for Women-Led SMEs**” from 2020 to 2022 with support by the Korea International Cooperation Agency (KOICA).

The broad aim of the project is to increase employment opportunities and income through the

- Development and expansion of exports by women-led enterprises by enhancing quality, quantity, and relevance of business development services as provided by trade promotion organizations, and
- Increasing capacities of women-led SMEs to identify and integrate into the global markets for their products through utilizing ecommerce platforms.

The project is set with two outcomes, as follows,

- Outcome 1: Improved export market information for women-led SMEs
- Outcome 2: Enhanced capacity of women-led SMEs to expand business through e-commerce

These outcomes will be achieved through specific outputs of activities, which will be carried out each year within the duration of the project.

1.3 Introduction of the Modular Training

As part of the project, MI will conduct the Online Modular Training Program on “Entrepreneurship Development Through E-Commerce Promotion” in three phases from May 23-June 3, 2022, using online methods and tools.

The training program will follow MI’s modular training cycle, i.e.

- **Phase I: May 23-June 3, 2022**
Two-week online training course via Zoom application;
- **Phase II: June 6-August 30, 2022**
Action plan implementation by training participants, i.e. 1) organizing national workshops by the group of trade promotion officers, and 2) developing export e-market plans by the group of women entrepreneurs in respective CLV countries within seven-weeks after the training.
- **Phase III: September 8-9, 2022**
The online Synthesis and Evaluation workshop attended by training participants to reflect their action plan implementation results.

2. Objectives of the Training

The broad aims of training are to

- Build capacities of women-led SMEs and trade promotion agencies from Cambodia, Lao PDR and Vietnam for development/enhancement of entrepreneurship;
- Improve/update information and knowledge base of the participants of the training on concept, models, modes of delivery, issues and best practices of e-commerce;
- Encourage women-led SMEs from CLV to utilize e-commerce platforms to begin exporting/expanding exports of their products, in particular to Republic of Korea, as well to import inputs and intermediate goods;

- Support women-led SMEs from CLV in developing their export market plans to establish greater linkages with global and regional value chains.

The training is expected to contribute to

- Expansion of businesses of women-led SMEs by identifying opportunities in export markets, including Republic of Korea through e-commerce platforms;
- Improved quality and range of services offered by trade promotion agencies to support exports of women-led SMEs of CLV through e-commerce platforms.

3. Profiles of Targeted Participants

Target Nationalities of Participants

The project targets participants from Cambodia, Lao PDR and Vietnam (CLV) with strong focus on women-led enterprises and officials of Trade Promotion Organizations (TPOs).

Target Group of Participants

The training program targets two groups of participants: women entrepreneurs and officials of Trade Promotion Organizations.

- The entrepreneurs will be the existing women entrepreneurs who are interested to join export business.
- Besides, senior and mid officials of Trade Promotion Organizations under relevant Ministries from CLV countries will be selected to represent the group of Business Development Services (BDS) providers.

Target Number of Participants

A total of 20 participants, a comprised of 17 women entrepreneurs and three (3) BDS providers will be the direct beneficiaries of the third modular training program in 2022. The women entrepreneurs will launch individual export e-market plans whereas the group of BDS providers will organize national workshops in respective countries to share knowledge to additional 90 SMEs (30 SMEs per workshop, per country) as indirect beneficiaries of the training program.

Qualification of Applicants

- ✓ Be able to communicate (speak, understand, read and write) at a professional level in English;
- ✓ Have basic knowledge of e-commerce and basic computer skills
- ✓ Have online shopping experiences;
- ✓ Have sufficient professional capacity to actively participate in cross-culturally at regional and international level;
- ✓ Be able to commit to attend the entire training cycle, including two-week online training and phases for action plan implementation, and synthesis and evaluation workshop from May-September 2022.

In particular, for the group of women entrepreneurs, the applicants should:

- ✓ Have at least three years of experience of business experience;
- ✓ Have been involving in export business and highly interested to expand/innovate business through e-commerce;

- ✓ Interested and/or have been involving trading with the Korean market (preferably)
- ✓ Are open-minded with new trends of technology and actively practicing business innovation;
- ✓ Have at least a high school or bachelor's degree

For the group of Governmental Officials, the applicants/nominees should:

- ✓ Have been involved in international trade promotion, export products and business development, e-commerce development and promotion for over 3-years;
- ✓ Have experiences for international and regional cooperation for trade promotion, preferably with experiences coordinating with Trade Promotion and Business Development Services organizations in the Republic of Korea;
- ✓ Have at least a bachelor's degree.

4. Duration and Location

The Modular Training Program contain three phases, i.e.

- **Phase I: May 23-June 3, 2022** | 3-4 hours per day via Zoom
Two-week online training course via Zoom application;
- **Phase II: June 6-August 30, 2022**, CLV countries, online and/or onsite
Action plan implementation by training participants, i.e. 1) organizing national workshops by group of government officials, and 2) developing export e-market plans by the group of women entrepreneurs in respective CLV countries within seven-weeks after the training.
- **Phase III: September 8-9, 2022** | via Zoom
The online Synthesis and Evaluation workshop attended by training participants to reflect their action plan implementation results.

The tentative schedule, arrangement and methods of the phase I – the two-week online training will be as following:

Date	Content	Details
May 9-20, 2022	Pre-training preparation	<ul style="list-style-type: none"> • Assessment of participants knowledge and skills through questionnaires; • Distribution of online training outline and content by MI Organizing Team; • Testing the online training application with all participants; • Preparation and submission of pre-training assignments, questions by participants
May 23-June 3, 2022	Live online sessions	<p>May 23-June 3, 2022 at 08:30-12:00, 3.5 hours per day (Bangkok time)</p> <p>*Simulation exercises, quizzes, discussions and questions and answers (Q&A) may be applied during/ after the live sessions in line with the objectives of related training sessions, or offline according to the training methods designed by resource persons.</p>

	Online-Offline group work among the participants <i>(Depend on RP's training methods)</i>	<ul style="list-style-type: none"> • Groups (either country/sector or theme-based) will be formed, and assignments will be explained during live sessions by MI Organizing Team; • Groups may choose their appropriate methods of communication and agree upon time either online or offline for discussions among themselves; • MI Team will monitor group activities.
	Group presentations <i>(Depend on RP's training methods)</i>	<ul style="list-style-type: none"> • Each group may be allotted some times per week for presentations, discussions and Q&A; • Members of other groups will attend group presentations.

5. Broad Outline of the Training Curriculum

In this course, participants will explore five interrelated modules as following:



Module 1: The New Trends of Entrepreneurship and E-Commerce after the COVID-19 Pandemic

Key contents of the module:

Session 1.1 Key post-pandemic trends that SMEs need to know

- The new trends and required competences of entrepreneurship after the pandemic outbreak
- Opportunities and challenges of women-led SMEs when e-commerce and digital trade became the only options for maintain business operation during pandemic;
- Group work: challenges and opportunities for a small business after the pandemic outbreak, based on participants' own experience

Learning objective:

- To understand the new trends, required competences of entrepreneurship, opportunities and challenges faced by SMEs after the pandemic outbreak.

Learning outcome:

By the end of module, the participants would be able to

- To embrace and adapt the strategies and reality of the new post-pandemic world

Session 1.2 Changes of e-commerce and digital trade before and after the pandemic

- Features of different types of E-Commerce - business models, marketing tools, key players and required resources along supply chain, and benefits before and after the pandemic
 - by geographic areas - domestic vs cross border e-commerce
 - by types of sellers and consumer - B2B, B2C and sectors
- Enabling environment and existing ecosystem of e-commerce development in CLV countries
- Case studies and testimonial: successful women-led SMEs utilizing opportunities of e-commerce to export worldwide including the Republic of Korea.

Learning objective:

- To understand the new trends and required competences of entrepreneurship in the era of post-COVID, and capture the opportunities and challenges for a small business;
- To obtain basic understanding on different types of e-commerce and its associated business models, available marketing tools, key players in the supply chain and ecosystem;
- To be able to use Business and Market Analysis tools to understand the enabling environment and e-commerce options for their business.

Learning outcome:

By the end of module, the participants would be able to

- Review their entrepreneurship competences and ready to adjust accordingly;
- Master the business analysis and market research methods and tools;
- Understand the e-commerce options and key resources for their business.

Module 2: Practical Steps and Tools Kit to Start and Operate Cross Border E-commerce

Key contents of the module:

Session 2.1 Planning for Cross Border E-commerce

- The key steps and tools to start and operate cross border e-commerce
- Business and Market Research Methods and Analysis Tools (e.g. Business Canvas, Ecosystem and Supply Chain Mapping)
- Group work: identify suitable e-commerce business model and tools kit by using the Business analysis and market research tools

Session 2.2 Operate Cross Border E-Commerce via Suitable E-Platforms/E-Marketplaces

- Identify e-platforms/e-marketplaces which are popular among international and/or Korean consumers/traders;
- The key steps to set up, operate and marketing your online store via e-platforms/e-marketplace
- Tactics on products description development;
- Case studies, testimonials and group discussion – explore business models, marketing strategies, and key successful factors.

Session 2.3 Selling Online via Your Own Business Website

- The key steps to develop, manage and marketing your E-commerce presence
- Tactics on website content development via your own business website

- Case studies, testimonials and group discussion – marketing strategies, and key successful factors

Session 2.4 Social Media for Cross Border E-Commerce Business

- Key social media platforms and tools and benefits
- The steps to set up, operate and marketing your online store via your own business social media pages
- Tactics on social media contents development via social media, i.e.
 - Micro-blogging sites
 - Video sharing
 - Photo sharing
 - Blogs for SMEs
- Case studies, testimonials and group discussion – key successful factors

Session 2.5 Supply Chain Management for Operating Cross Border E-Commerce

- Supply chain mapping and management for operating cross border e-commerce
- Ensuring timely shipping - third party logistics services providers identification and operation strategy;
- Other important service providers along cross border e-commerce supply chain

Session 2.6 Security, Privacy, Payment and Customers Care of Cross Border E-Commerce

- Tips for minimizing security and privacy risks associated with e-commerce
- Payment Solutions for domestic and cross border e-commerce
- Customer's services, rules of return, refund and dispute settlement etc.

Session 2.7 Workshop on Key Success Factors of Operating Cross Border E-Commerce (B2B and B2C)

- Testimonials on cross border e-commerce practices
- Group Discussion and Presentation to summarize the key success factors and take always to identify the suitable cross border e-commerce business model

Learning objective:

- To understand the various type of e-commerce business models which a company should be mindful of to establish, operate and promote their business, in particular exports through e-commerce;
- To learn tactics to use trending e-commerce platforms and tools – e-marketplaces, own business website and social media - to set up, operate and marketing online business;
- To master supply chain analysis and management for cross border e-commerce
- To understand the key successful elements of operating cross border e-commerce

Learning outcomes:

By the end of module, participants would be able to:

- Identify a suitable e-commerce business model and formulate marketing strategies based on their business status and available resources/networks along supply chain.

Module 3: Access to Korean Market for SME Products

Key content of the module:

Session 3.1: General Overview of Korean Market

The session will give a general idea of the Korean market and its criteria.

- An overview of **product sectors and market opportunities** for the specific products and services in Korea (e.g., share in GDP and consumption, growth rate, trends in exports and imports), competitive advantage (e.g. comparative advantage analysis, value chains), key actors (e.g. companies, countries from which imports take place, government agencies), and main importers-distributors.
- **Market access requirements** in terms of tariffs, rules of origin, including for ASEAN-Korea FTA, Korea-Vietnam FTA, standards, packaging, labelling and regulations, testing and certification, and other compliance requirements, relevant regulatory agencies; distribution and retail trends, incoterms, International transaction Contracts, financing sources in ROK.

Session 3.2: A concrete Action for Accessing the Korean Market

The session will give more details and useful tools for entering the market.

- **Analysis of consumer** needs, trends, tastes and preferences, niche markets, branding, marketing,
- **E-commerce environment of ROK** for the specified products (e.g. key actors, platforms, services and price, regulations, other general and specific non-tariff requirements, trends, opportunities, among others); COVID-19 regulatory requirements for import of products, compliance
- **Specific initiatives or provisions**, including financing mechanisms for SMEs and enterprises from Mekong countries and/or ASEAN countries.

Learning objectives:

- To learn the trends and requirements to access Korean market through e-commerce;
- To identify the key e-commerce opportunities from Korean.

Learning Outcomes:

By the end of module, participants would be able to:

- Understand the trends and requirements to export Korean market through e-commerce;
- Identify key e-commerce opportunities to further develop e-commerce target to Korean consumers.

Module 4: Development of Export E-Market Plan - Practical Guideline

Session 4.1 Objective and Benefits of Export E-Market Plan

Session 4.2 Key Content of Export E-Market Plan

- 1) Outline and Executive Summary
- 2) Company Overview (business analysis, internal resource analysis, why export through e-commerce?)
- 3) Market analysis (Market size, SWOT analysis, competitive analysis etc. to identify export opportunities)
- 4) Products and services (right products identification and products specification, certification etc.)
- 5) Customer segmentation (customers' needs analysis, post-sale customer's services etc.)
- 6) Marketing plan (value proposition and marketing strategy)
- 7) Logistics and operations plan (third party logistics, warehousing, inventory, etc.)

- 8) Financial plan (marketing budget, cash flow to fund orders, sustainability of export budget etc.)

Learning objectives:

- To understand the structure and objective of Export E-Market Plan
- To prepare to draft Export E-Market Plan

Learning outcomes:

By the end of module, participants would be able to draft their Export E-Market Plan.

Module 5: Action Plan Development

Session 5.1: Guideline for Preparing Action Plan

- Guidelines for the participants group of governmental officials from Trade Promotion Organizations for organizing localized training/workshop to share the training knowledge;
- Guidelines for the participants group of Women Entrepreneurs – for preparing handbook to monitor the implementation progress of the Export E-Market Plan, while it is tested in market.

Session 5.2: Presentation and Revision of Action Plan

- Presentation of Action Plan by participants (5 mins/participant)
- Comments and revision of Action Plan, by resource persons and participants

Learning objectives:

- To understand the training program's requirements on action plan development and implementation;
- To develop the implementable action plan, i.e. organizing national workshop, and designing and testing the Export E-Market Plan in market.

Learning outcomes:

- By the end of module, participants would be able to understand MI's requirements on action plan development and implementation.

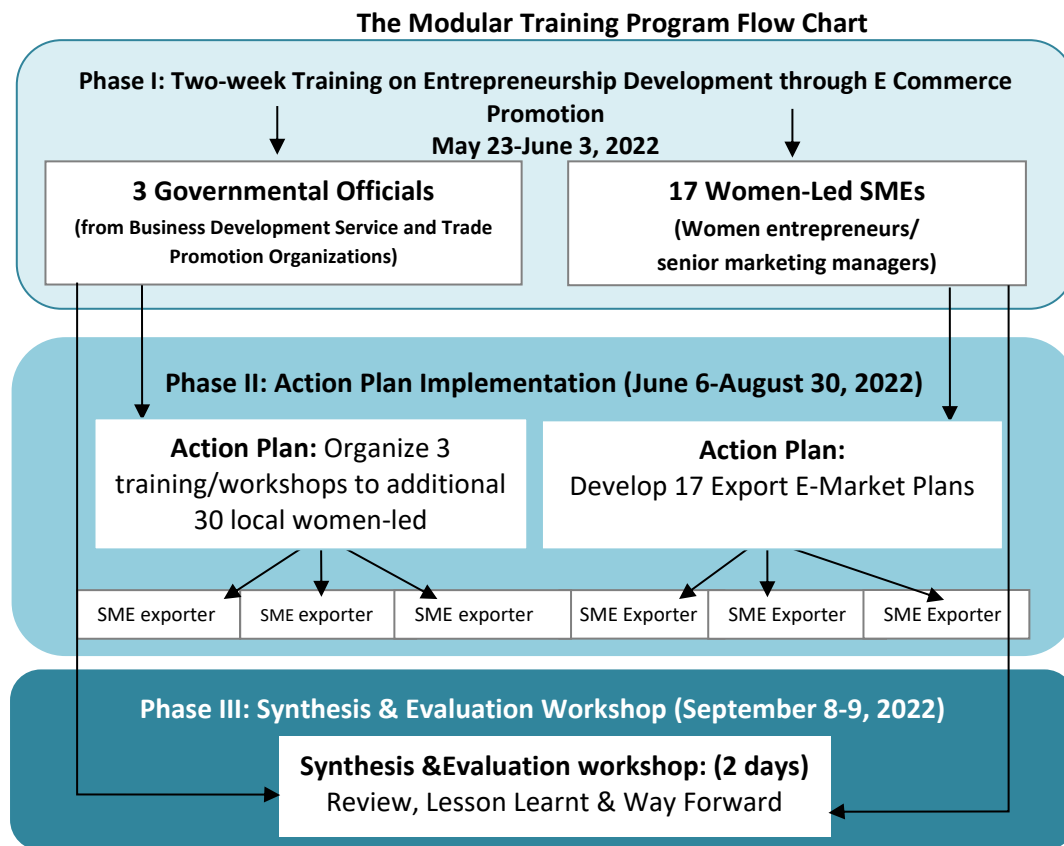
6. Approach of the Training

Phase I: Two-week Online Training Course on "Entrepreneurship Development Through E-Commerce Promotion" | May 23-June 3, 2022 (3-4 hours per day) | Zoom application

The training program is so designed so as to enable the participants to have a comprehensive understanding of the content, focus on sharing of practical knowledge by the participants and resource persons, encourage exchange of information and ideas through group discussions, adopt participative methods, and foster networking among the participants. The language used of the training program will be English. The two-week online training at MI will adopt the following methods and tools of delivery.

- Lectures and videos;
- Examples and case study presentations;
- Simulations and mock negotiations; and
- Group work, exercises and presentations.

The team of resource person(s), facilitators and moderators will be comprised of qualified MI and external experts with knowledge and experiences on the concepts and issues which will be introduced and discussed during the training.



The two-week training sessions held over two weeks on May 23-June 3, 2022 will apply online training methods in the following manner.

- The online meeting application – Zoom will be chosen for conducting the live training sessions;
- **One-week before the training date**, the MI Organizing Team will conduct Pre-Training Testing and Briefing Sessions two times to help participants to get familiar with the ZOOM application and understand the arrangement and norms of participating in the online training;
- From **May 23-June 3, 2022, the 10-day (3-4 hours per day) of live online training sessions** will be conducted by the MI Organizing Team and MI Resource Persons with the aid of online Power Point presentations, videos, simulation techniques, whiteboards, survey techniques (for questionnaires and quizzes), role play etc.
- In addition, the live training sessions will include individual/group assignments, online group work and discussions, live online group presentations;
- Live online training sessions will be combined with **self-paced learning** – this will be off-line learning by the participants based on materials distributed by the MI Organizing Team (when the participants can devote the duration and time on materials as they wish, as per their convenience);
- Pre-training materials and additional training materials and references while the online training sessions are in progress will be distributed by the MI Team;
- MI Organizing Team will conduct a pre-training survey, daily feedback of the participants on the live sessions, mid-term and final evaluation (or exams) through online survey methods (such as SurveyMonkey). To ensure full participation and attention, the evaluations or exams will be graded by the MI Team;

- At the end of the online training sessions, certificates of completion will be awarded to the successful training participants. There will be three levels of awards, i) three stars ★★★ awarded to the participants receiving grades above 90% in the, ii) two stars ★★ awarded to the participants receiving grades between 60% and 90%, and iii) one star ★ awarded to the participants receiving grade below 60% evaluations conducted by the MI team.
- Each participant will be provided internet allowance to support participants to equip high speed of internet package to attend the online training. USD 10/ day will be paid to each participant.

Each participant must take part in all the below-mentioned training activities:

- Total 30 hours of live online training sessions, within this contain
 - (a) lectures by resource person(s)
 - (b) group presentations
 - (c) Opening (1.5 hours) and Closing (1.5 hours) Sessions.
- Self-paced activities (that is duration and time can be decided by the participants themselves or in consultation with their respective groups)
 - (a) At least one day devoted to pre-training materials including readings, videos and assignments before the start of the training;
 - (b) At least one hour each week for additional training materials such as videos, presentations and readings;
 - (c) Five days of breakout sessions (group/individual work, group discussions etc.) paced as agreed between members of respective group (one-two days each week). The outcome of the group/individual work will be uploaded on MI e-learning portal for review of resource person(s) and MI Team;
 - (d) Quizzes, simulation exercises, role plays, polls, evaluations etc. conducted by resource person(s) and MI Team
 - (e) Mid-term and final examinations (or evaluations) conducted by MI Organizing Team using online survey methods (e.g. SurveyMonkey)

Certificates will be awarded to participants on the basis of the performance of the participants in the two evaluations (or exams) conducted by MI Team and their participation in quizzes, surveys and other training-related assignments.

Phase II: Action Plan Implementation by the training participants | June 6-August 30, 2022 | CLV Countries (Online and Offline Activities)

Action plans will be drafted by the participants of the modular training and agreed upon with the MI Organizing Team during the two-week online training. The action plans will be implemented by the participants using online tools and methods in agreement with the MI organizing Team. MI team and experts will guide and monitor the Action Plans development and implementation of the participants using online methods and tools.

Within three weeks of attending the two-week online training, all training participants are required to implement their action plans.

- For the group of BDS providers: the three (3) governmental officials from the key trade promotion organizations will organize localized trainings/workshops in each of the CLV countries by August 19, 2022 to share their learnings from the training content to additional at least 90 local women entrepreneurs (30/country).
- For the group of Women-led SMEs: the 17 participants will need to design and finalize their export e-market plans by August 19, 2022, and test the plans in the market afterwards. The

MI team will monitor the progress in implementation periodically until the entire project ended in 2022.

Phase III: Synthesis and Evaluation Workshop by MI via Zoom | 2 days on September 8-9, 2022

All participants will be invited to attend an online Synthesis & Evaluation (S&E) Workshop via Zoom for 2 days. Each participant would present their action plan implementation progress/results, best practices, lesson learnt, opportunities and challenges, and ways forward.

7. Monitoring and Evaluation

A monitoring and evaluation (M&E) mechanism will be put in place to assess the progress and measure the results of the intervention and every effort will be made to make it effective. The M&E will be introduced in the pre, during and post stages of the training program.

Pre-Training

During the selection of participants, assessments will be made of applicants' qualifications, experiences, English language proficiency, willingness and ability to ensure their effective participation in the training program. Virtual interviews may be conducted for selected applicants to judge their eligibility.

During Online Training

As per its standard practice, a few monitoring and evaluation tools will be employed by MI during the training sessions. Accordingly, pre-, post- and final training assessments will be conducted to assess the impact of the training on participants' understanding of the subject matter and skills. Results of pre-and post-assessment will be compared to measure the improvement in knowledge and skills of participants due to the training content and relevance of training materials and methods for the participants' jobs.

Post-Training

A few months after the training, MI will measure the outcome of the training program by seeking participants' inputs on the impact of the training program in terms of the enhancement of knowledge, skills and coordination among the participants post-training program, application of the newly acquired knowledge and skills in real-life situations etc.

8. Contact

Mr. Madhurjya Kumar Dutta

Director
Trade and Investment Facilitation Department
Tel: (+66) 43 202 411 (Ext: 2105)
Email: dutta@mekonginstitute.org

Ms. Wen HAO

Program Coordinator
Trade and Investment Facilitation Department
Tel: (+66) 43 202 411 (Ext: 2105)
Mobile/WhatsApp/Line: (+66) 8 7423 2983
Email: haowen@mekonginstitute.org

Ms. Sasiporn Phupaploy

Program Assistant
Trade and Investment Facilitation Department
Tel: +66 (0) 43 202 4112 ext. 4095
Mobile: +66 (0) 93 778 5666
Email: sasiporn@mekonginstitute.org

How to apply?

Please access the link below to complete the application form of the 3rd Online Modular Training Program on “Entrepreneurship Development Through E-Commerce Promotion”

<https://www.surveymonkey.com/r/koica-ec2022>

