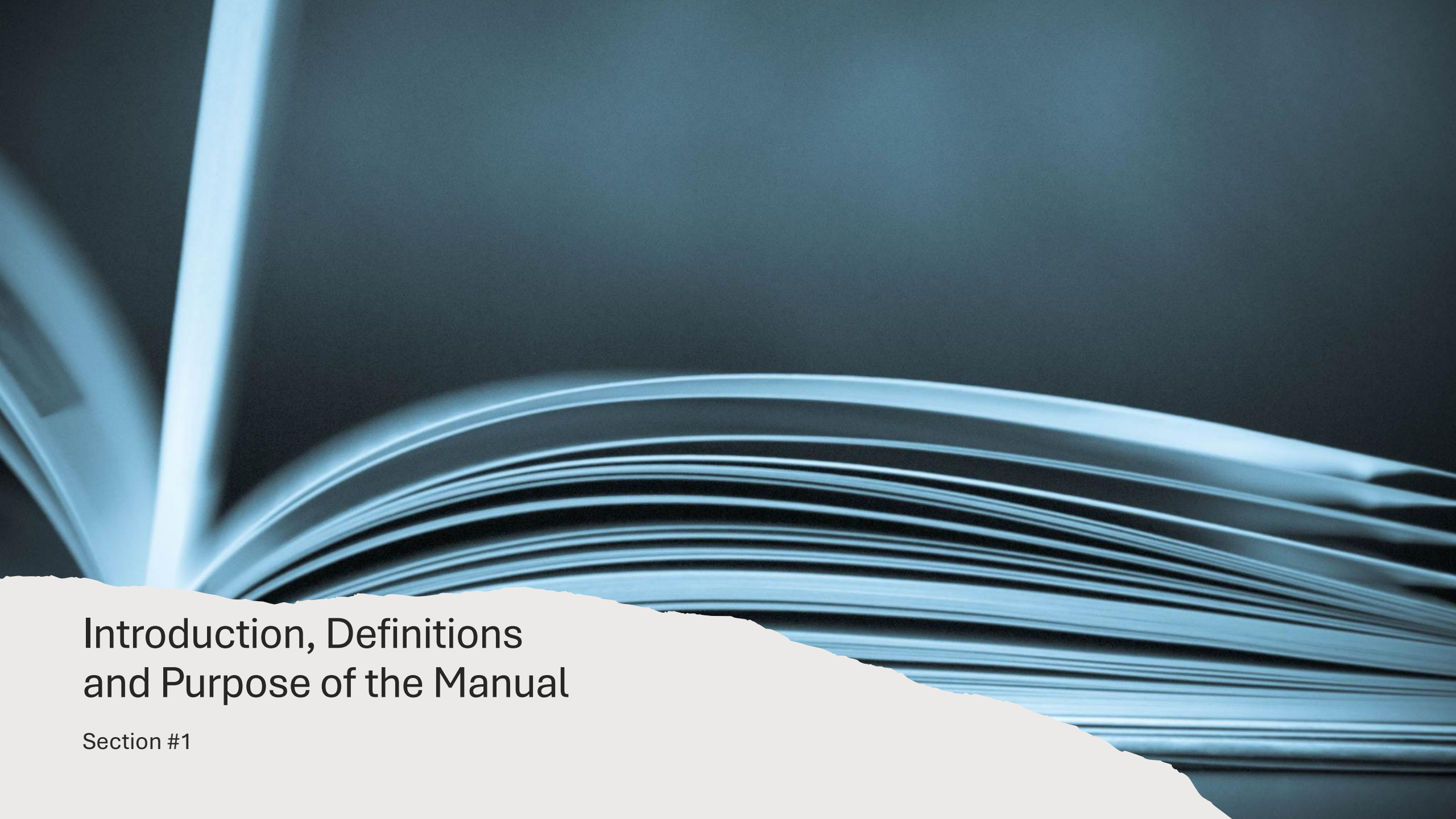


WEE-North Service Centre Operations and Administration Manual

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Introduction, Definitions and Purpose of the Manual

Section #1

The WEE-North Community of Practice



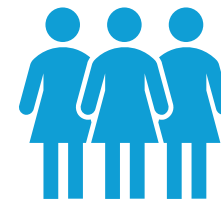
About the WEE-North Project

The WEE-North project seeks to enhance economic empowerment, well-being and inclusive growth for women in Ghana in partnership with corporate, professional and industry training. This project reduces barriers and increases access to training and resources for post training technical skills development, as well as supports WEE-North program graduates to improving access to informal apprenticeships and entrepreneurship training.



About the WEE-North Network

The WEE-North Network is a registered not for profit organization designed to give structure and support WEE-Groups and Service Centre's through network training, fundraising and new business development.



About the WEE-Groups

WEE-Groups have been established in all the districts of Northern Ghana as a women owned and managed community to support the WEE-Make, WEE-Give, WEE-Lead, WEE-Train and WEE-Save functions.

WEE-Group Values



RESILIENCE – WE DON'T
GIVE UP, EVEN IN THE
FACE OF DIFFICULTIES



ACCOUNTABILITY – WE
DO WHAT WE PROMISE
TO DO



INTEGRITY - WE ARE
TRUSTWORTHY



TRANSPARENCY – WE
ARE OPEN AND HONEST



EMPATHY – WE ARE
UNDERSTANDING AND
ACCEPTING



TRUTHFULNESS – WE ARE
RELIABLE

WEE-Group Pledges



Important Definitions



Community of Practice



WEE-Network



WEE-Group



WEE-Make



Business Incubation



Service Delivery Business



Production and Product Sales Business



Service Centre

A Community of Practice (CoP) is...

A group of people who share a common concern, a set of problems, or an interest in a topic and who come together to fulfill both individual and group goals.

The WEE- North Network is...

An association of young women (aged 18-35) in northern Ghana who are working in industrial trades. The Network provides platforms for women's economic empowerment, leadership, advocacy, and peer support in 55 districts to promote gender equality and end gender stereotyping.

WEE-North Network is a registered not for profit organization and serves as an association of young women who have benefited from the WEE-North project.

The members of the Network share common goals: to serve as advocates for women in male-dominated trades and to end poverty in their communities.

The Network is governed by an elected executives, who lead in line with the mission and vision to aid the association achieve its goals and objectives.

This constitution is designed to guide the operations of the association and to ensure that members are committed to its vision, mission and goals.

A District WEE-Group is...

A district-level group of young women artisans of both WEE-North graduates and all other women in industrial trades, the WEE-Group as a body seeks to achieve the following objectives.

1. Provide for the community a one-stop-shop of women artisans providing various services in industrial trades
2. Promote standard and quality trades services at affordable rates
3. Serve as a springboard for women in industrial trades to achieve higher qualifications and credentials
4. Promote women in leadership and decision-making in communities and trades associations
5. Provide a platform for networking for jobs and relationship building with clients
6. Promote excellence in financial management of the association through VSLA
7. Provide continuous entrepreneurship training and support for members
8. Serve as an accreditation link for WEE-North network members
9. Provide social support for all group members.

WEE-Make is...

The most important of the five WEE-Facets and represents the business aspect of the WEE-Group: trades services available at a district center.

The WEE-Make coordinator for this facet will oversee the following:

- Manage business relationships on behalf of the group
- Respond to the district hot-line for business discussions
- Record booking with all vital information of client
- Lobby for contracts for the WEE-Group
- Responsible for periodic update of standardized price list in coordination with other WEE-Group Coordinators.

Business Incubation is...

The process of providing start-ups and early-stage businesses with the support and resources those young companies find difficult to access.

Business incubators support might involve access to networks, investors and mentors, or co-working space alongside other businesses and experienced professionals.

A Service Delivery Business...

Simply refers to the delivery of a service from a business to a customer. The service a business provides is something that the customer is unable or unwilling to perform themselves, so there are a lot of elements to good service delivery.

A Production and Goods Sales Business...

In business, products are often referred to as merchandise, and in manufacturing, products are bought as raw materials and then sold as finished goods.

A WEE-North
Service Centre
is...

A physical structure at the District level to support WEE-Group business models and business incubation for individual WEE-Group members on their journeys as tradeswomen.

Purpose of the Manual

- The purpose of the WEE-North Operational Guidelines for Service Centre's is to introduce best practice management, financial and administrative principles, policies, procedures and concepts that will be utilized by WEE-Groups at their Service Centre's.
- WEE-Groups will implement these policies, procedures and concepts as a team. We believe that we are all accountable for them and to each other, and we will share this accountability through some of the concepts and best practices covered here.

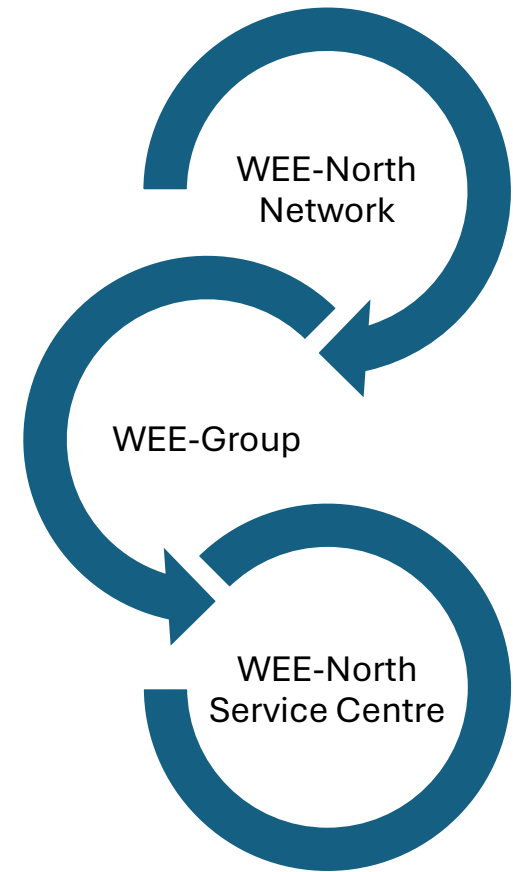


Introducing WEE-North Service Centre's

Section #2



Service Centre Overview



About WEE-North Service Centre's



Common place to have meetings and hold (in)formal trainings



Show room to display products



Place to advertise and order products and services



Store equipment/tools for shared access and safe keeping



Serve as a trades workshop



Safe space for WEE-North graduates, community members and children

WEE-Make Priorities!



Physical focal point for WEE-Make at the District level



WEE-Make represents the business aspect of the group: trades products and services available at a district center.



WEE-Group members organize to make money for group activities and members

Making the Most of WEE-North Service Centre's

1. Place to find tradeswomen and labour
2. (In)formal training and apprenticeships
3. Preferred rental agreements and discounted materials
4. Make sure that tools are used safely make money for the group
5. Avenue for recruitment
6. Find belonging and sense of community
7. Child care support and safe space for those in need



WEE-Make Priorities at Service Centre's During Phase 1



Phase 1 Goals: Cover overheads for sustainability
(i.e. lights, rent, routine maintenance)



Phase 1 Functions: Operationalize Tool Rental to
generate revenue, Establish a Call Centre Finders
Fee and streamline the payment of dues

Three Types of Service Centre Businesses

Type #1: Offering a Service



Provision of services



Call Centre



Mobile maintenance
teams (individuals,
hotels, businesses, etc.)



Tool rentals



Energy audits

Three Types of Service Centre Businesses

Type #2: Producing and or Selling Products



Sale of products



Wholesale/Retail materials shop

Three Types of Service Centre Businesses

3) Producing/Selling Products and Providing Services (Combination)



Sale of products and installation
of those products



Wholesale materials shop that
also provides skilled labour



Establishing a Service Centre

Section #3

Application, Approval and Establishment

1. Elect or appoint a WEE-Make Coordinator
2. Organize a physical site to host the Service Centre
3. Conduct a rapid market assessment
4. Identify signboard information
5. Submit information to WEE-North Zonal Coordinators
6. Approval by WEE-North Office
7. Set-up in partnership with WEE-North Finance and Admin Team
8. Service Centre bank accounts and momo accounts
9. Begin operations and manage the Service Centre
10. Ongoing Monitoring and support from WEE-North

WEE-Group Members Responsibilities regarding Service Centre's

Chairperson

- Be responsible for chairing meetings
- Facilitate decision-making processes with the group
- Take the lead in planning group activities
- Represent the group at functions/meetings when invited by an external group
- Act as spokesperson/mouthpiece for the group when necessary.

Vice-Chairperson

- Be responsible for chairing meetings in the absence of the Chairperson
- Perform any task given by the chairperson
- Represent the group when necessary.

Secretary

- Take and keep minutes of meetings
- Keep all documents for the association
- Maintain membership list and constantly update it
- Collect and circulate any relevant information within the group and to all necessary stakeholders.

Treasurer

- Keep up to date financial records of the association
- Supervise and advise on all financial decisions of the association
- Serve as a signatory to any bank account of the association.

Organizer

- Disseminate information to all group members
- Organize meetings and take note of membership attendance
- Organize venue and other logistics for meetings
- Create and maintain relationships between stakeholders and other institutions.

WEE-Make Coordinators

The coordinator for WEE-Make will oversee the following:

- Manage all business relationships on behalf of the group
- Respond to the district hot-line for business discussions
- Record booking with all vital information of client
- Lobby for contracts for the WEE-Group
- Responsible for periodic update of standardized price list in coordination with other WEE-Group Coordinators

WEE-Group Defined Values and Characteristics for WEE-Make Coordinators

- Transparency
- Loyalty
- Teamwork
- Volunteerism
- Empathy
- Tolerance
- Hardwork and readiness to serve
- Competence
- Confidence
- Time management
- Business management skills
- Good decision-making skills
- Be polite to clients
- Punctual
- Good communication skills

WEE-Make Coordinator Interview Questions

1. Will you always be available?
2. What provisions will you make on days that you're not available?
3. Can you complete the task within the stipulated time?
4. Are you competent?
5. What will you do to support your group members?
6. How will you help the WEE-group get contracts?
7. Can you market the trades of the WEE-group?
8. How will you manage and maintain customers/clients?
9. What is your aim for the WEE-group?
10. How will you support the aim of the WEE-group?
11. How will you settle misunderstandings that happen within the WEE-group?
12. What could possibly prevent you from performing your duties as WEE-Make coordinator?

Business Formalization and Registration



Business Name



Type of Business



Registration Process:



Ghana card;



Permanent address;



Business location (physical vs virtual)



Bank account details



Documentation: invoice, receipt

Business Formalization and Registration

BUSINESS REGISTRATION

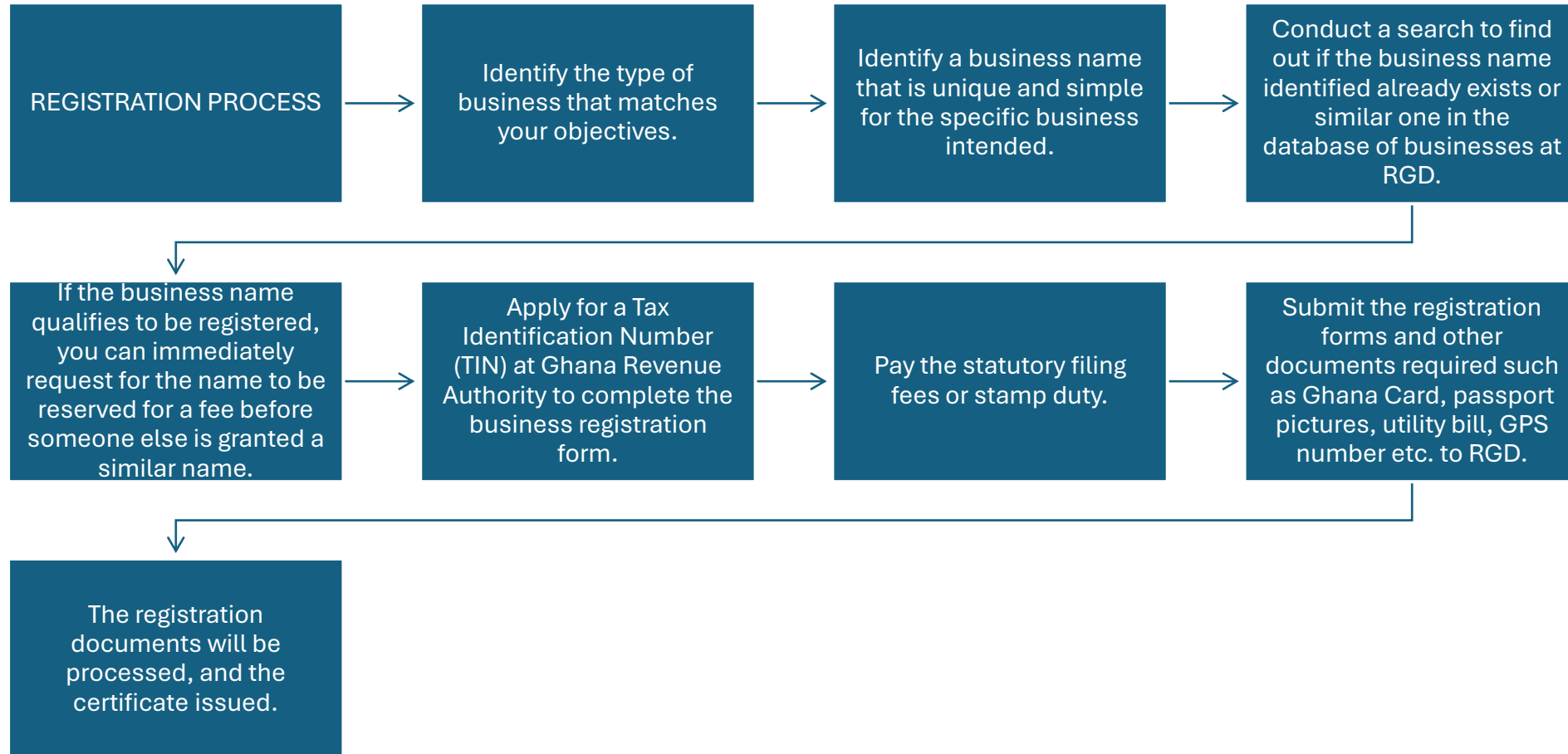
- In Ghana, the body responsible for registration of companies is the Registrar Generals Department. Below are the types of businesses one can register in Ghana:
- Sole Proprietorship
- Partnership
- Cooperative associations or societies
- Private limited liability companies by shares
- Public limited liability companies by shares
- Public limited liability companies by guarantees

Business Formalization and Registration

ADVANTAGES OF REGISTRING BUSINESS

- The business becomes a legal entity on its own.
- That is, the owner can use the registered name of the business entity to enter contracts with third parties without the owner's personal name directly involved.
- It helps the business owner to always comply with the rules of the country and avoid problems with authorities such as tax authorities, SSNIT, security agencies, local assemblies etc.
- It helps the business to formalize its operations and creates opportunities for growth in the business because it can easily enter multiple contracts.
- It will enable the business owner to open a business bank account and attract third parties to work with the business.
- It builds trust and confidence among potential customers and the public who want to engage with the business entity.

Business Formalization and Registration





Safety and Security

Section #4

Occupational Health and Safety

- At our Industrial Trades Service Centre, the health and safety of all trade's women, visitors, and clients are our top priority. These basic health and safety rules are designed to minimize the risk of accidents, injuries, and hazards in the workplace. It is essential that all people adhere to these rules to ensure a safe working environment.



Personal Protective Equipment

1. **Mandatory Use of PPE:** All employees must always wear appropriate personal protective equipment (PPE) while in the service center. This includes hard hats, safety glasses, steel-toed boots, gloves, and ear protection.
2. **Specialized PPE:** Welders, carpenters, and electricians must wear additional PPE suited to their tasks, such as welding helmets, fire-resistant clothing, and insulated gloves.
3. **PPE Maintenance:** Ensure all PPE is in good working condition. Damaged or defective equipment must be replaced immediately.

General Conduct and Workplace Behavior



Access to Service center. The workshop must be opened and closed during working hours by the assigned or appointed staff. Who would be responsible for the day-to-day activities of the center. This could be a team or some individuals.



Safety Awareness: Always be aware of your surroundings, and immediately report any hazardous conditions to your WEE-Make lead or center lead.



No over Exuberance: Practical jokes, running, or any form of unsafe behavior are strictly prohibited in the service center.



Stay Alert: All people must stay focused on their tasks and avoid distractions such as the use of mobile phones in work areas and when engaging clients.



Housekeeping: Keep work areas clean and free of unnecessary materials. Dispose of waste and debris in designated bins and ensure tools and equipment are stored properly after use. Draw up the cleaning schedule for members of the service center to clean in turns in a situation where there is no assigned paid cleaner.

Machinery and Equipment Usage

1. **Authorized Use Only:** Only trained and authorized personnel are allowed to operate machinery and power tools. Unauthorized use of equipment is strictly prohibited. A sign in /out sheet should be designed and completed anytime these machines or power tools are used.
2. **Pre-Operation Inspection:** Always inspect machinery and tools before use. Ensure that all safety guards are in place and functioning.
3. **Lockout/Tagout Procedures:** When performing maintenance or repairs, always follow lockout/tagout procedures to ensure that machines are powered off and cannot be re-energized during the work.
4. **Power Tools and Cords:** Ensure that power tools are properly grounded and that cords are in good condition. Do not use damaged tools or cords.





Adult and Child Safeguarding

- Safeguarding, social responsibility and respect for human rights are central to all WEE-North expectations of its Activities, Business Partners and Representatives. We operate a zero-tolerance attitude towards any form of abuse and require everyone in the scope of this policy to work to eliminate breaches. We do not tolerate failure to act, to prevent or respond.

Cyber Security and Protecting Social Media

1. **Safeguarding brand reputation:** Maintaining customers trust and credibility means protecting sensitive information, such as customer data, intellectual property and private company information. There could be reputational harm if there are security breaches or unauthorized activities on social media sites.
2. **Preventing data breaches and identity theft:** Brands frequently gather and keep user data, including email addresses, names and even financial information. By implementing strong security measures, the brand and its consumers are less likely to experience identity theft since all the crucial user data is kept safe from hackers and possible breaches.
3. **Reducing the risk of social engineering attacks:** Attackers might trick unwary people into revealing sensitive information or taking part in destructive actions by posing as brand representatives or creating false accounts. Strong security procedures can make your brand less vulnerable to these social engineering scams.
4. **Keeping customers engaged:** Social media platforms are essential for interactions between brands and customers. And your customer engagement could be disrupted or severely impacted if your account is hacked, which may decrease customer satisfaction and loyalty.
5. **Business continuity:** There's certainly a dent on your business continuity if your social media account is compromised or suspended because of security violations. This can adversely impact your advertising campaigns, customer service initiatives and overall brand visibility.



Cyber Security and Social Media Safety Plan

1. Develop a strong password policy
2. Enable two-factor authentication
3. Educate members on security awareness
4. Limit access privileges
5. Monitor and evaluate account activity
6. Use third-party applications with caution
7. Protect mobile devices
8. Update and patch software regularly
9. Keep an eye out for free Wi-Fi
10. Update privacy settings frequently



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Billing and Collection of Revenues

Section #5

Standard Operating Procedure for Billing

1. Invoices should be issued by the network WEE-Make Coordinator.
2. The invoice must indicate specific materials, quantities, unit prices and total.
3. The invoice must also include the labour and other operational costs necessary before the contract sum is agreed upon.
4. The invoice must indicate the terms and conditions of the delivery and payments.
5. Due diligence must be conducted on customers before engaging them to avoid fraud or people with inappropriate behaviors that can bring the network's name into disrepute.
6. The WEE-Make Coordinator should monitor the execution of the contracts to ensure it is delivered on time.

Standard Operating Procedure for Collecting Revenue

1. The WEE-Make Coordinator will be responsible for receiving cash from clients.
2. Issue receipt for cash received and deposit the same immediately into the bank or MoMo account.
3. The deposit slip or receipt voucher will be kept in a designated file open and filed according to month.
4. Where the cash received cannot be immediately deposited, it should be locked in a metal safe.
5. The cash received should not be kept in the safe for more than 48 hours after receiving receipt.
6. Cash received cannot be used to make payment, unless it is deposited into the bank or MoMo account first.
7. The WEE-Make Coordinator will follow up for payment advice for direct cash deposit by clients to verify if indeed the funds were transferred.



Procurement of Goods and Services

Section #6

Standard Operating Procedure for Procurement

1. The WEE-Make Coordinator with support from any member(s) of the executive will be responsible for procuring goods and services for the Service Centre.
2. At least two invoices from different vendors and in consultation with the WEE-Make Coordinator compare prices to select the vendor who provides the best or most competitive price.
3. Where there are no alternative suppliers, a justification must be provided for using only one invoice.
4. The WEE-Make Coordinator will submit the documentation to the Treasurer to check to ensure that all the documentation is accurate and presented for approval by the Chairperson or another member of the group executive in cases where the Chairperson is also the WEE-Make Coordinator.
5. The Treasurer will then proceed to prepare a payment voucher with all the supporting documents attached.
6. Procurement of goods and services will be done in a transparent and accountable manner.



Inventory and Asset Management

Section #7

Inventory Management

1. The WEE-Make Coordinator will be designated to manage the process.
2. A store will be dedicated to storage of goods for safety and security.
3. The WEE-Make Coordinator will keep the store safe by not allowing such as fire, petrol, and other inflammable substances to access the store.
4. Access to keys of the storeroom shall be limited to authorized people.
5. Pallets should be provided where necessary to avoid damage to the goods.
6. Documents such as stock ledger books, goods received notes and waybills for the dispatch should be kept at the store.

Inventory Management

1. The WEE-Make Coordinator will keep fixed assets register to tract them.
2. Each asset should be labelled for easy identification.
3. The assets register should have columns such as label number, description of asset, name of vendor, date of purchase, serial number if any, amount and status of the asset.
4. A physical verification of assets will be conducted bi-annually by the WEE-Make Coordinator and submit a report to the network executives.
5. Any adjustments due to damage, theft or disposal must be reported and approved by the Chairperson.

Keeping Records

CASH BOOK AND BANKING

1. The WEE-Group Service Centre will open a bank and MoMo accounts for its financial transactions.
2. The WEE-Group is encouraged to open savings accounts to minimize transactional expenses.
3. The WEE-Group will keep a cash book to record all financial transactions of the Service Centre.
4. The cash book will have columns for date, description, reference number, amount received, amount paid and balance.
5. The bank account will have three signatories; with two signatories mandated to sign before withdrawals can be made.
6. The WEE-Group Chairperson, or in their absence, Vice Chairperson and the WEE-Make Coordinator will be the signatories to the bank account.

Keeping Records

BANK RECONCILIATION

1. At the end of each month, the Treasurer will request a bank statement and prepare a bank reconciliation to ensure that the bank statement balance agrees with the cash book.
2. Before the bank reconciliation statement, the Treasurer must go through the bank statement and identify transactions that **APPEAR** on the bank statement but **NOT** in the cash book. These transactions include bank charges, interest on savings and any direct cash or cheque deposit into the bank account by a client without prior notice to the network. Those transactions identified must be recorded into the cash book before calculating the closing balance.
3. The bank reconciliation statement starts with the cash book closing balance.
4. Add all payments recorded in the cash book but cannot be found on the bank statement called ***unpresented cheques or withdrawal forms***.
5. Similarly, subtract all cheques received and deposited at the bank but cannot be found on the statement called ***uncredited cheques***.
6. The balance you arrive at should be the same as the bank statement balance if there are no errors in the additions and subtractions.
7. This will be reviewed by the WEE-Group Treasurer and approved by the Chairperson.

Keeping Records

CASH PAYMENTS

1. The WEE-Make Coordinator will be responsible for all payments for service or goods bought by the Service Centre.
2. Incoming invoices for service or goods bought must accompany waybills or goods received notes before payment can be initiated.
3. A payment voucher will be prepared by the Treasurer with all the supporting documents attached.
4. The Treasurer will review the payment for approval by the Chairperson.
5. A cheque or withdrawal form will be issued by the Treasurer for any two of the signatories to sign.
6. The cheque will be recorded into a cheque register indicating the date, cheque number, payee, contact number and signature.
7. A photocopy/picture of the cheque or withdrawal form must be attached to the payment voucher and filed at the PVs file.
8. The Treasurer will follow up and obtain receipt from the vendor or service provider to confirm receipt of the payment and attached to the appropriate PV.

Keeping Records

PETTY CASH

1. A petty cash fund system will be maintained to meet expenses in smaller amounts.
2. The Treasurer will lock the petty cash in a safe and keep it at the network office cabinet.
3. The petty cash float will be GHS150 and will be subject to review with approval by the Chairperson.
4. The Treasurer must conduct a count of petty cash weekly to ascertain the accuracy of the petty cash records.
5. The Treasurer or designated person shall also conduct surprise cash counts to ensure transparency and accountability in the petty cash process.
6. The petty cash book will have columns for date, description, reference number, amount received, amount paid and balance.

Keeping Records

FINANCIAL REPORTING

1. The Treasurer, with the support from WEE-North project administration, will prepare financial reports for the network Service Centre.
2. The report should include an income statement (income minus expenses) and balance sheet.
3. At the end of the year, with the support of WEE-North, an audit of the Network will be conducted by an external auditor to ascertain the true and fair view of the financial reports as presented by the network.
4. The audit will provide assurance to donors, network members, communities and other stakeholders the level of transparency and accountability with which the network's resources are being used to achieve its objectives.

Safely Storing Service Centre Assets

1. Always ensure the password to the laptops and desktops are secure and strong enough.
2. Avoid writing down passwords.
3. Avoid downloading third party software's and applications from unsecured sources.
4. Avoid using laptops in unsecured public places.
5. Assets must be kept at the network Service Centre under lock and key.
6. Where there is the need for an asset to be used outside of the network Service Centre, the person using it shall be responsible for its security.

Managing Rental Agreements

1. The WEE-Make Coordinator will be responsible for administering the rental agreement.
2. The rental rates will be determined by the WEE-Network Coordinator in consultation with the executives.
3. A WEE-Group member must complete the rental agreement before the equipment is released.
4. An invoice must be issued in advance to the member based on the agreed days in the rental agreement.
5. A deposit of 10% of the invoice amount will be paid in advance before the equipment is released.
6. The network member shall immediately take steps to clean the equipment before it is returned.



WEE-North Monitoring and Support

Section #8

WEE-Group Performance Management System: WEE Make Indicators

1. Percentage of members actively/daily working in the trades
2. Group social media business promotion (Facebook, TikTok and other social media platforms) per month
3. Contracts secured by Group members
4. Profit from group employment model per month
5. Creative and innovative business initiatives taken independently by the group (e.g. tool sharing or rental arrangement)
6. Do you have a service center? At What stage is it?
7. Partner support for group business (Signing MoU or agreements with an organization/ individual to collaborate on business activities, e.g. GEA, MMDA, NGO, Traditional authorities, companies)

Service Centre Support and Mentorship

Successful Peers and Tradeswomen

WEE-North Mentors

WEE-North Business Coach

WEE-North Industry Relations

WEE-North Finance and Admin

Business Registration Centre's

Ghana Enterprise Agency

NGO's

District Assemblies

WEE-North Zonal Coordinators

Communications and Monitoring

- Communicate and support WEE-North staff in every necessary case
- Call graduates and schedule district meetings with them
- Keep track of new members in WEE-Groups, specifically new cohorts, and non-WEE-North tradeswomen
- Assist with updates to keep the database for WEE-Group members, executives, and other useful information by the district's current
- Assist with project awareness activities with stakeholders in the zone
- Assist in monitoring WEE-Group activities at the district and zonal level with support from WEE-Group MERPs
- Engage and coordinate WEE-Groups on virtual dialogues
- Submit monthly report state of WEE-Groups

Entrepreneurship

- Participate in all WEE-North entrepreneurship training
- Ready and willing to serve as a Network trainer
- Assist in setting up WEE-Group Service Centers for district WEE-Groups
- Participate in weekly virtual meetings for updates on WEE-Group activities
- Provide all relevant information for all WEE-North Staff.

Public relations

- Keep in touch with WEE-North Network Media team members
- Create and manage relationships between media houses in the various districts.
- Manage relationships with WEE-North trades mentors.
- Manage relationships with MMDAs and CBOs.
- Assist in organizing community support groups
- Assist WEE-Group executives in organizing welcome durbars for New WEE-Group members.

Recordkeeping

- Keep up-to-date data on WEE-Group members
- Keep records of all stakeholders and local partners in your region
- Take and keep records of mentors' engagement and monthly reporting documents.
- Keep adequate data on all necessary documents of the groups.
- Take updates on Groups and keep records of groups: Individual businesses, group businesses, and tertiary admissions