

THE WIRELESS INSTITUTE OF AUSTRALIA

A.B.N. 56 004 920 745
A Company Limited by Guarantee

DIRECTORS' REPORT

The Directors of The Wireless Institute of Australia submit their report with respect to the activities of the Institute for the financial year ended 31st December 2017 and the state of the Institute's affairs as at that date.

1. The Basis of this Report

As was the case with previous years, this report is governed by the amendments to the *Corporations Act* by the Corporations Amendment (Corporate Reporting Reform) Act 2010.

The Institute, while not a 'small company limited by guarantee', but having a revenue of less than \$1 million, is entitled to have its financial report 'reviewed' rather than audited and only must send a hard copy of the financial report, directors' report and auditor's report to members who so elect by notice in writing. A fee is chargeable for those members who chose to receive the hard-copy report via election.

The Board has resolved, for this year, to have the financial report audited rather than reviewed.

The Board will provide every member with electronic access to the financial report, directors' report and auditors' report via the WIA website.

In the Corporations Amendment (Corporate Reporting Reform) Act 2010 the government inserted a new section 300B into the *Corporations Act* requiring the directors to report as follows:

- (1) The directors' report for a financial year for a company limited by guarantee must:
 - (a) contain a description of the short and long-term objectives of the entity reported on; and
 - (b) set out the entity's strategy for achieving those objectives; and
 - (c) state the entity's principal activities during the year; and
 - (d) state how those activities assisted in achieving the entity's objectives; and
 - (e) state how the entity measures its performance, including any key performance indicators used by the entity.
- (2) The entity reported on is:
 - (a) the company (if consolidated financial statements are not required);
or
 - (b) the consolidated entity (if consolidated financial statements are required).

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- (3) The directors' report for a financial year for a company limited by guarantee must also include details of:
- (a) the name of each person who has been a director of the company at any time during or since the end of the year and the period for which the person was a director; and
 - (b) each director's qualifications, experience and special responsibilities; and
 - (c) the number of meetings of the board of directors held during the year and each director's attendance at those meetings; and
 - (d) for each class of membership in the company—the amount which a member of that class is liable to contribute if the company is wound up; and
 - (e) the total amount that members of the company are liable to contribute if the company is wound up.

This report is substantially confined to those matters.

However, aspects of the overall WIA's activities will be covered in the series of reports submitted to the Open Forum following the Annual General Meeting scheduled on the 19th May 2017, in Queensland.

2. The Objectives of the Institute

The objectives of the Wireless Institute of Australia as set out in its Constitution are:

- to promote, advance and represent in any way it thinks fit Amateur Radio and the interests of radio amateurs, and without limiting the generality of the forgoing,
- to protect and enhance the privileges of radio amateurs,
- to encourage an awareness of the value of Amateur Radio,
- to educate and encourage potential radio amateurs,
- to represent radio amateurs both nationally and internationally, and
- to provide services for radio amateurs and those interested in Amateur Radio, including the publication of the magazine 'Amateur Radio' and other publications.

Amateur Radio is defined by the Constitution as including all activities by duly authorised persons interested in radio technique solely with a personal aim and without pecuniary interest and all other branches of knowledge and activity having application to Amateur Radio.

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3. Directors

The Directors of the Institute during the period 1 January 2017 to 31 December 2017, their qualifications and occupations were:

Justin Vincent GILES-CLARK	Director – (May 20, 2017 – current) President (May 21, 2017 – current) BSc, Grad Cert PSM, Grad Dip PPM, Director Training AICD Occupation: Manager Business Systems
David James FORD	Director – (May 20, 2017 – current) Vice President (May 21, 2017 – current) MBA, GAICD Occupation: Principal Consultant Programs & Projects
Peter Ashley CLEE	Director (May 20, 2017 – current) B Bus, Director Training AICD, Cert OHS, Cert Bus Mgmt Occupation: Managing Director
Gregory Paul KELLY	Director (May 20, 2017 – current) Grad Dip Mgmt, Cert Quality Analyst, Director Training AICD Occupation: Executive Director
Marcus Alexander BERGLUND	Director (May 20, 2017 – current) B. Comp, Grad Dip Ed (MY), Director Training AICD Occupation: ICT Security Specialist
Brian Alexander CLARKE	Director (May 20, 2017 – current) B Eng, MBA, PhD, BOCP, Cert Ed, CPE, FIEAust, Director Training AICD Occupation: Managing Director
Philip John WAIT	Director (Jan 1, 2017 – current) President (1 Jan 2017- 20 May 2017) Eng. Cert. (Comms.), Director Training AICD Occupation: Managing Director
Frederick Roy SWAINSTON	Director (Jan 1, 2017 – May 20, 2017) Eng. Cert. (Comms.), Director Training AICD Occupation: Managing Director
Ewan Ross MCLEOD	Director (Jan 1, 2017 – May 20, 2017) Eng. Cert. (Comms.), Director Training AICD Occupation: Managing Director

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Robert Mark BROOMHEAD Director (Jan 1, 2017 – May 20, 2017)
Eng. Cert. (Comms.), Director Training AICD
Occupation: Managing Director

Roger Lenned HARRISON Director (Jan 1, 2017 – May 20, 2017)
Eng. Cert. (Comms.), Director Training AICD
Occupation: Managing Director

The Directors have elected not to appoint a Treasurer at this time following recent high-turnover in the roll. In the absence of a Treasurer, the directors elected to appoint paid professional services to perform the necessary functions, in order to meet the Institute's Constitutional and Statutory financial requirements. The WIA accounts are currently maintained by 2 Peas Pty Ltd book keeping services and have been prepared for Audit with the assistance of John Longayroux, CPA.

Jim Linton¹ continued as Secretary of the Institute during FY 2017. He has been Secretary since May 29 2016.

4. Directors' meetings

Table 1: Attendance at Board meetings

Month Year	Date	Apology	Date	Apology
January 2017	24	Nil	NA	
February 2017	21	Nil	NA	
March 2017	21	Nil	NA	
April 2017	18	Ewan McLeod	NA	
May 2017	2	Nil	21	Nil
June 2017	13	Nil	22	Nil
July 2017	11	David Ford	25	Phil Wait
August 2017	8	Phil Wait	22	David Ford
September 2017	12	Nil	26	Nil
October 2017	10	Phil Wait	24	Nil
November 2017	14	Nil	28	Justin Giles-Clark
December 2017	5	Phil Wait	19	Marcus Berglund

¹ now deceased (February 22, 2018).

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During the year, 24 board meetings (up from 18 in 2016) were held either by teleconference or face-to-face meetings. Refer table 1 for dates and director apologies.

In addition to teleconference scheduled board meetings, the directors communicated on an almost daily basis via email and phone. Routine items needing attention between scheduled meetings were handled via electronic communication (teleconference or email), by a motion and voting, with all resolutions placed in the minutes of the next scheduled meeting.

5. Director Training

Four WIA directors undertook training courses with the Australian Institute of Company Directors (AICD); three directors had already undertaken the training as part of their membership of the AICD or their employment.

The training included four modules suited for the directors of modern not-for-profit companies:

- Governance in Action
- The Directors Mindset
- The Role of the Director
- Duties and Responsibilities of Officer and Directors

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6. Membership

On 31st December 2017 there were 3905 members of the Institute. Table 2 lists membership by categories:

Table 2: Number of WIA members by Membership category	2011	2012	2013	2014	2015	2016	2017
Life	34	32	32	32	29	28	28
Full	3,105	3,100	3,080	3,082	2875	2720	2756
Concessional	1,108	1,125	1,128	1,085	1099	1125	919
Family	98	96	93	82	79	79	69
Non-AR (no longer available)	164	146	139	125	107	105	81
Student	20	26	27	28	36	39	29
Overseas	46	37	39	31	28	34	23
TOTAL MEMBERSHIP WIA	4,575	4,562	4,538	4,465	4,447	4,130	3,905

Since April 2005, a 5-year subscription for each membership category, other than Concession Member (Student) and Family member has been offered.

On line applications for membership and renewals continues to be very popular and are responsible for many new full members; however, the Board is concerned about, and has focus on, drops in concessional memberships as well as overall membership numbers.

The Board has defined criteria for affiliated clubs pursuant to clause 5.11 of the Constitution. On 31st December 2017, 148 clubs were Affiliated Clubs of the Institute.

In the year under review, 111 Affiliated Clubs leveraged the WIA's negotiated Group Buying Agreement for their public liability insurance through the Institute's Insurance Brokers. This is a value-added service for affiliated clubs for which the Institute does not receive any financial benefit and/or commission. The Institute value-add also includes assisting clubs by subsidising the insurance with a (small) co-contribution for each member of the affiliated club whom are also WIA members.

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In December 2017, the Board introduced an Associate's Program to expand the reach and range of the WIA to potential new members. The Associate Program is free of charge and is open to Amateurs and non-Amateurs, as well as Short Wave listeners and overseas residents. Associates receive periodic email information on subjects like - Amateur Radio, Wireless Institute of Australia events, Study for licences and Licencing procedures, and Access to various special interest forums.

WIA Associates are not members of the WIA and cannot vote at meetings or the AGM. WIA Associates do not have access to member only sections of the website, nor MemNet, Amateur Radio Magazine or the QSL Bureau.

7. Staff

Mr Bruce Deefholts continues to perform the role of Executive Administrator of the WIA.

Petra Cassai continues to perform the role of Examination Officer for the WIA.

A number of directors spent time with the Office Staff during 2017 to gain a better appreciation of these critical roles within the organisation.

The Directors record their appreciation for the dedicated service of both Bruce and Petra during 2017.

Additionally, a contract book-keeper attends the office one day week.

8. The Deed with the ACMA

On 28th January 2009, the Institute executed a Deed with the Commonwealth of Australia, represented by the Australian Communications and Media Authority. By that Deed, the Institute was delegated certain statutory functions under sections 121 and 122 of the *Radiocommunications Act 1992* (namely, the power to issue Amateur Operator Certificates of Proficiency (AOCP) and provide assess competency as an approved body) and certain associated administrative functions (namely, the management of amateur call signs).

The initial term of the Deed was 5 years, with an option for a further 5 years. In 2014, the further 5-year option was exercised by exchange of letters. No amendments were made to the Deed during 2017.

The Deed came into effect for assessments and certificates of proficiency on 2nd February 2009 and with respect to call signs on 2nd March 2009.

The Deed imposes on the Institute several significant obligations:

- adhering to certain specified time limits regarding the functions it provides, and/or service levels
- extensive reporting obligations

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- charging for the functions it provides in accordance with the Commonwealth's cost recovery guidelines.

The fees to be charged by the Institute for assessments and for callsign recommendations continue to be subject to justification to the ACMA in accordance with the Commonwealth cost recovery guidelines. The WIA receives no payment or consideration from the ACMA for functions provided by the WIA under this deed.

In 2017 the ACMA requested that the WIA review the FY2016 deed financial reporting presented to the ACMA as it had identified an apparent discrepancy in the ACMA deed related income and under-recovery amounts. This led to the WIA offering to engage the auditors to review the 2016 accounts and financial report, which was then agreed.

An audit review of the 2016 financial statements was then undertaken by the auditors resulting in an adjustment between cost centres due to an error resulting from a miss posting, with no change to the bottom line (P&L), albeit with a reduction of the reported ACMA related income in the WIA's report to the ACMA. Based on these revisions, an updated report was submitted to the ACMA with an under-recovery, which has now been accepted by the ACMA.

The fee structure used by the WIA for the ACMA deed functions is based on a model developed when the Deed was first put in place in 2009. The WIA has been 'under-recovering' costs of the ACMA related functions for most years since 2009, with an aggregate total over the 8 years exceeding \$60,000 lifecycle deficit.

The Board will be re-dressing this during 2018 through a re-basing exercise. Input to this may include the new *Radiocommunications Act* once in place plus whatever the new contractual arrangements will be. Transition planning has commenced with the ACMA for the February 2019 contract end.

The ACMA has indicated that future arrangements may involve multiple contracts for services, rather than a "deed". However, these functions or services will be determined by the changes to the *Radiocommunications Act* and are yet to be determined.

The WIA-appointed Nominated Training Organisation appoints assessors and administers the examination system. Trainsafe Australia continues to act as the WIA's Nominated Training Organisation as required and in accordance with the requirements of the Deed.

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9. Callsign Recommendations

Table 3 lists details of the administration of callsigns by the Institute in the periods ending 31st December 2017 and previous year:

Table 3: Callsign recommendations 2016 1nd 2017

Description	2017	2016
Total number of Callsign recommendations issued	1,031	1,146
• Number of 'next available' callsign recommendations issued	216	187
• Number of other selected callsign recommendations issued	704	810
• Number of Qld, NSW and Vic two-letter callsign recommendations issued	67	88
• Number of special callsign recommendations issued	9	19
• Number of repeater and beacon callsign recommendations issued	22	23
• Number of club callsign recommendations issued	13	19
Total number of applications for a callsign recommendation refunded because the callsign requested was unavailable	0	1
Total number of callsigns quarantined on the death of the amateur	84	97

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10. Examinations/Certificates of Proficiency

Table 4 shows the distribution by state or territory of Assessors and Facilitators as at 31st December 2017, with the number as at 31st December 2016 in brackets.

Table 4: Assessors and learning facilitators

State / Territory	Nom. Assessors	WIA Assessors	L/Facilitators
ACT	1 (1)	5 (5)	1 (1)
New South Wales	5 (4)	74 (71)	12 (12)
Victoria	6 (6)	60 (62)	8 (9)
Queensland	6 (6)	43 (40)	16 (16)
South Australia	3 (3)	19 (19)	2 (2)
Western Australia	2 (2)	9 (9)	5 (2)
Tasmania	2 (2)	7(5)	4 (4)
Northern Territory	0 (0)	6 (6)	1 (1)
Total	25 (24)	223 (217)	49 (47)

Table 5 shows the total of assessments processed and assessments passed for the current year compared to the previous year, plus the distribution of those assessments.

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Table 5: Assessments processed and assessments passed

Assessments processed	Year		Assessments passed	Year	
	2017	2016		2017	2016
TOTAL	832	793	TOTAL	771	741
Foundation	363	392	Foundation	343	374
Standard	128	118	Standard	115	107
Regulations	161	149	Regulations	156	140
Advanced	111	101	Advanced	88	87
Practical taken alone	69	33	Practical taken alone	69	33

Table 6 shows licensees qualifying for an upgrade for the current year compared to the previous year, plus the distribution of those licenses.

Table 6: Qualifying Licensees

Upgrade direction	Year	
	2017	2016
TOTAL	201	195
Foundation to Standard	71	90
Foundation to Advanced	29	30
Standard to Advanced	39	48
Direct to Standard	40	14
Direct to Advanced	22	13

Table 7 shows the total of certificates of proficiencies that were issued for the current year compared to the previous year, plus the distribution of those issued certificates.

Table 7: Certificates of Proficiency Issued

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Level of AOC issued	Year	
	2017	2016
TOTAL*	550	578
Foundation	344	385
Standard	115	101
Advanced	91	92

*includes Callsigns issued not charged.

2017 was the twelfth full year of operation of the WIA Assessment Service to provide assessments of competency using Assessors qualified by the Institute's Nominated Training Organisation (NTO) in accordance with the Deed.

The Board records its gratitude to Fred Swainston, who not only provides the WIA its Nominated Training Organisation service, but also provides guidance and maintains standards.

11. Amateur Radio Magazine and other publications

The Publications Committee, responsible for the Institute's publications of the magazine 'Amateur Radio' and the Callbook, continued to take as full a responsibility as possible for all aspects of that part of the Institute's operations.

Sergio Fontana, trading as Fontana Design, continued to provide services including preparation and layout of the magazine.

The national office continues to deal with advertising, the mail house and the newsagency distributor.

The Institute and its Publications Committee continue to be committed to the production of a quality magazine meeting the needs of the members and at the same time doing all possible to optimise costs. Toward the last half of 2017 the WIA Board discussed moving AR Magazine to a bimonthly schedule as originally proposed by the Publications Committee and this decision was taken by the Board in September 2017 with effect starting in 2018 due to contract lead times. This assists the Institute to control costs while it re-positions and provides the opportunity to re-vitalise AR Magazine, allowing more time to be devoted to content for each issue. The WIA is not unique to make this change to bimonthly magazine, this change was implemented at our New Zealand equivalent (NZART) some years ago for similar reasons.

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The move to a bimonthly magazine opens up the possibility of higher levels of advertising, expanding the page count to cater for advertising, eBook format and more technical content.

The magazine continues to be delivered by post with a digital-only delivery option.

The WIA publication 'Wireless Men and Women at War' was released in May 2017. This has proven to be a highly successful publication and has attracted interest from historians, museums, amateurs and the public. The intent of the publication was to commemorate the Australian signallers in conflicts from 1914 to 1960, increase the profile of Amateur Radio within the armed services community, create a new revenue opportunity, and provide a service to members. A potential update to this to include war efforts for the remainder of the century will be considered in the near future.

The third edition of the publication - 'Your Entry into Amateur Radio- the Foundation Licence Manual', used by those studying for their Foundation Licence, was published in April 2016 and is a consistently good seller. It has gradually, since its first edition, become more technically sound, although, it remains a work-in-progress with room for improvement.

The 2018 Callbook was released in November 2017. It was decided to not include a CD with the 2018 edition because of production costs.

12. Representation

2017 was a busy year with the WIA making many submissions to the ACMA along with the regular meetings with the ACMA.

In relation to the submissions the Spectrum Strategy committee is charged with undertaking consultation and drafting submissions for the Board to consider and submit to the ACMA. In 2017 these ACMA submissions were made and meetings attended:

- Analysis of the draft radiocommunications legislation released in May 2017.
- Three phases of consultation with the amateur radio community for the new radiocommunications legislation and revised LCD - Phase 1 general principles, Phase 2 proposed changes to each licence grade, Phase 3 outstanding issues (May - July 2017).
- 3575 - 3700 MHz band changes - consultation with amateur radio community (June 2017).
- Attendance at radiocommunications legislation consultation session (June 2017).
- Consultation with amateur radio community on the ACMA Interference Management proposal (Aug 2017)
- Drafting and submitting response to ACMA on 3575 - 3700 MHz band changes using consultation response (August 2017).

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- Drafting and submitting a response paper using the consultation information on the radio communications legislation (August 2017)
- Drafting and submitting a response to the ACMA Interference Management consultation (Sept 2017)
- Attendance and reporting on the RadComm 2017 (Oct 2017)
- Drafting a response paper using the LCD consultation information (commenced Nov 2017)
- Spectrum Strategy Committee workshop with Board members on LCD submission.

In July 2017 following public comment and negotiations with the ACMA, there was an update to the reciprocal licensing table, with the US General Licence being made equivalent to the Australian Standard Licence.

Changes were agreed with the ACMA in order to streamline applications for licences, particularly for repeaters and beacons.

During the year, the Institute also participated in various Standards Australia meetings on matters that could potentially affect the amateur service, including standards related to interference issues and radiocommunications equipment.

Internationally, the Institute participated in a range of meetings. Mr Peter Young VK3MV an IARU Region 3 Director and Mr Dale Hughes VK1DSH attended on behalf of the WIA.

There were meetings in May, July and November 2017 that Dale attended in his ITU capacity. The WIA continues to meet one quarter of Dale's costs as Chair of an ITU Working Group investigating amateur and amateur satellite issues, the other three quarters of the costs being met by the IARU.

A detailed report on the ITU work is presented in the Open Forum reports. While this represents an expensive commitment, the first Strategy Advisory Committee survey showed that members believe involvement in ITU and IARU is the most important reason they are WIA members.

13. Financial

The WIA reports a FY2017 trading deficit of \$75,961 including new provisions for international representation, staff leave and bad debts. These provisions increase the posted deficit, are standard commercial practice, and have been included to ensure the accounts represent known forward commitments and/or entitlements.

The trading loss can be attributed to under-recovery of the callsign and examination functions, book-keeping and accounting expenses, a continuing fall in membership, a fall in advertising revenue, new cash provisions, FY2016 Audit / book-keeping (\$14,522) and other factors shown in the financial report.

The Board has elected to have the FY2017 financial accounts audited.

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The Institute continues to enjoy a strong overall financial position and balance sheet. As at December 2017, total cash and bank account assets were \$285,145 plus plant and equipment of \$427,273.

The 2017 financial report is attached to this Directors' Report and will be available online on the WIA website. Members may request a hard copy from the Institute's office by registering your request to receive the report with a payment for \$35 covering production, handling and postage.

14. Taxation, dividends and Members liability

The Institute is exempt from paying income tax under the provisions of the Income Tax Assessment Act as a Not-for-Profit organisation.

The Institute is a non-profit organisation and no dividends are therefore paid or payable to members.

The Institute is a Company limited by guarantee. If the Company is wound up, the Articles of Association provide that each member is to contribute a maximum of \$20 towards meeting any outstanding obligations of the Company.

At 31st December 2017, the total number of members was 3905 and so the total amount that members of the company are liable to contribute if the company is wound up is \$78,100.

15. Strategic Assessment

The WIA Board formed the Strategy Advisory Committee in June 2017. This role of this committee includes:

- Provide advice that would improve the corporate governance structure of the WIA
- Develop and recommend strategic goals of the WIA
- Provide advice that would strengthen the WIA's core competences
- Advise the Board on selection and remuneration of specific, external professional experts
- Identify investment opportunities and decision-making procedures that would enhance the benefit and quality of significant WIA investment decisions.

In summary this committee has undertaken discovery and analysis, a survey of members and the amateur community, committee revitalisation, introduced the Associates Program and piloted a ticketing system for the office.

For further details take a look at the Strategy Advisory Committee report in the Open Forum reports.

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16. In Conclusion – the year in summary

All of the activities of the Institute are directed toward achieving its stated objectives for the amateur radio cohort, a goal largely unchanged over its 100 year-plus history as a venerable organisation.

As the "peak" body representing Australian Radio Amateurs both within Australia and internationally, these objectives distil to two survival goals: 1) to lobby for and protect the spectrum access; and 2) to ensure survival though ensuring the continued relevance of the hobby. These objectives have changed little over the years, despite the pace of technology. Attracting new amateurs, their training, assessment and qualification, undertaken in partnership with the clubs, including the functions undertaken in accordance with the Deed with the ACMA, all work to achieve the objectives of the Institute.

The current Board is focused on being open and transparent with members, such as publishing board minutes. It is consulting with members more through a wide range of mechanisms.

The Board is also actively making the organisation more sustainable with a longer-term focus - the 2018 budget has a high level of provisioning for a range of committed activities. There is a challenging and large change program.

The 2017-18 Board suffered from a lack of documented organisational memory of the WIA especially in the finance area because of an almost complete change of the Board. The Board is addressing this through a revised organisational structure, increased focus on process documentation and alleviating the single point risks it has identified.

As anticipated and advised prior by board, the WIA posted a deficit for FY 2017. The current Board has already put in place substantive measures and cost optimisations to improve this in FY 2018. Due to contract lead-times and the requisite negotiations, there was little impact of these changes in FY 2107. The Board continues to be of the opinion that bookkeeping is best performed by an external company for the sake of consistency and continuity due to the significant amount of manual data entry and reconciliation required.

Membership numbers continue to be a concern as the Board with year on year drops in membership numbers, predominately concessional members. Membership engagement is a constant focus for the Board along with attracting new members and this will be a focus area in 2018. The Board has introduced an Associates Program and continues concessional memberships. There are over 100 volunteers Australia-wide who perform the various functions of the Institute as well as the two staff members in the national office in Melbourne.

The Board is actively working toward "steering not rowing the organisation" but the goal remains elusive to-date: this is a challenging organisational culture change agenda that takes time - especially in a volunteer organisation.

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The Board views the LCD submission to the ACMA as a once-in-a-lifetime chance to position this experimental hobby for the future. Therefore, the WIA is fully researching and analysing survey results to support the submission.

Key Performance Indicators (KPIs) are used and reported on with respect to the assessment, certificate and callsign functions performed on behalf of the ACMA. The Board has an excellent working relationship with the ACMA and is actively planning what the amateur radio service will look like under the new *Radiocommunications Act* and the new service contract arrangements after the Deed expires in February 2019. It is recognised that any new contractual arrangement with the ACMA will need to be based on the real-cost of delivering the service and this will more than likely involve increased cost of services.

The voluntary contribution to these activities by the WIA Nominated Training Organisation, the Assessors, and the many others at Institute and club levels, provides a service at a far lower cost than could be otherwise offered, particularly by a commercial for-profit organisation.

The Board is actively involved in the IARU Region 3 and ITU activities and funds its' commitment to send representatives to these activities. This international representation is a non-trivial cost to the Institute.

At the operational level the Board is actively looking to improve the processes and functions using continuous improvement principles.

In addition to those particular activities, the Board is satisfied that the many other activities of the Institute all contribute to the pursuit of the overall objectives of the Institute.

As a volunteer based Not-for-Profit organisation, the board is always seeking the skills of members that can help extend the scope, efficiency and effectiveness of the WIA – not just technical skills, but also in areas of management, marketing, finance, media and strategy.

By Resolution of the WIA Board of directors

..... Dated: 28 April 2018

Justin Giles-Clark

WIA President