

### ZIMBABWE NATIONAL STATISTICS AGENCY (ZIMSTAT)

WORK RELATED LEARNING REPORT

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# MIDLANDS STATE UNIVERSITY FACULTY OF SCIENCE AND TECHNOLOGY DEPARTMENT OF APPLIED MATHEMATICS AND STATISTICS

**DECLARATION FORM** 

#### RE: <u>PROGRESS REPORT ON THE INDUSTRIAL ATTACHMENT CARRIED</u> OUT AT ZIMBABWE NATIONAL STATISTICS AGENCY (ZIMSTAT)

I Victor B. Rwodzi, declare that this report is my original work. I acknowledge the contributions from my supervisor and the Demography Department. Their support and guidance have been invaluable throughout the process. I reserve other publication rights and this report should not be printed or otherwise reproduced without my written permission.

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#### INTRODUCTION

This report details my learning and work experience during my time at ZIMSTAT. It aims to provide a comprehensive understanding of the Zimbabwe National Statistics Agency (ZIMSTAT), including its history, vision, missions, values, and organizational structure.

#### HISTORY OF THE ORGANISATION

The Zimbabwe National Statistics Agency (ZIMSTAT) is the official statistical agency of Zimbabwe. It is responsible for collecting, analyzing, and disseminating statistical data on various aspects of the country's economy, population, and social indicators. ZIMSTAT plays a crucial role in providing accurate and reliable data for evidence-based decision-making, policy formulation, planning, and monitoring of development programs in Zimbabwe.

ZIMSTAT was established in 2017 under the Statistics Act (Chapter 10:29) as a successor to the Central Statistical Office (CSO), which had been in operation since 1946. The transformation from CSO to ZIMSTAT was part of the government's efforts to modernize and strengthen the statistical system in Zimbabwe. The agency operates under the Ministry of Finance and Economic Development.





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#### **EXECUTIVE SUMMARY**

During my work-related learning period at ZIMSTAT, I gained valuable insights into the operations of a national statistical agency. My primary responsibilities revolved around assisting the Demography Department in collecting, analyzing, and publishing demographic data, which includes vital statistics. This involved data entry, cleaning, and preliminary analysis using software such as CS-Pro and Excel.

ZIMSTAT plays a critical role in providing data-driven insights for policymakers and researchers in Zimbabwe. It maintains a formal organizational structure, characterized by clearly defined roles and responsibilities. The agency places strong emphasis on accuracy, reliability, and impartiality, ensuring the integrity of its statistical data.

While my initial expectations involved a greater emphasis on coding and software development, I found myself applying fundamental statistical concepts in a real-world setting. I gained practical experience in data processing and analysis, contributing to the production of reliable statistical reports. The challenges I faced included adapting to the division of labor and the limited financial resources for interns. I addressed these challenges by actively seeking guidance from my supervisor and colleagues, and by prioritizing tasks based on their importance and urgency. Overall, the internship provided me with a valuable opportunity to develop essential skills, contribute to the work of a national agency, and gain a deeper understanding of the statistical landscape in Zimbabwe.





## CHAPTER 1:

# Organizational structure/culture

At the top of the hierarchy is the Director-General, who serves as the head of ZIMSTAT, overseeing the overall operations and strategic direction of the agency. The Director-General is appointed by the Minister of Finance and Economic Development.

While the formal organizational structure of ZIMSTAT is hierarchical, with clear lines of authority and responsibility, the actual work environment is surprisingly collaborative. I observed frequent communication and interaction between staff members from different divisions. Despite the Director-General's position at the top of the hierarchy, he was often seen interacting directly with junior staff, seeking their input and feedback. This created a sense of inclusivity and encouraged open communication.

However, I also noticed that the hierarchical structure sometimes led to delays in decision-making, as proposals and requests had to be routed through multiple levels of management. This could be frustrating at times, particularly when urgent action was required.

The organizational culture at ZIMSTAT emphasizes accuracy, reliability, and impartiality, reflecting the agency's commitment to providing high-quality statistical data. Staff members are expected to adhere to strict ethical guidelines and to avoid any conflicts of interest. This emphasis on integrity is evident in the rigorous data validation procedures employed by the Data Processing Division and the careful review of all statistical reports before publication. For example, data validation involves checking for outliers, inconsistencies, and missing values, and verifying the accuracy of the data against source documents. ZIMSTAT ensures accuracy and impartiality by adhering to the United Nations Fundamental Principles of Official Statistics, which emphasize the importance of data integrity and objectivity.

Below the Director-General, there are several divisions and departments that carry out specific functions within ZIMSTAT. These divisions include:

- 1. **Statistical Operations Division**: This division is responsible for conducting surveys, censuses, and other data collection activities. It ensures that data is collected accurately and efficiently. The division also manages data quality control processes to ensure the reliability of statistical information.
- 2. **Data Processing Division**: Once data is collected, it is processed and analyzed by this division. The Data Processing Division uses advanced statistical software and techniques to clean, validate, and analyze the collected data. They also develop statistical models and methodologies to generate meaningful insights from the data.
- 3. **Economic Statistics Division**: This division focuses on collecting and analyzing economic data related to various sectors of the economy. It produces key economic indicators such as GDP, inflation rates, employment figures, trade statistics, and more. The division collaborates with other government agencies and stakeholders to gather relevant economic data.
- 4. **Social Statistics Division**: The Social Statistics Division is responsible for collecting and analyzing data related to social indicators such as population demographics, education, health, poverty rates, housing conditions, and more. This division plays a crucial role in monitoring social development trends in Zimbabwe.

- 5. Census and Surveys Division: This division oversees the planning and implementation of national censuses and surveys. They design survey questionnaires, train field staff, coordinate data collection activities, and ensure the timely completion of census and survey projects. The division also conducts post census/survey data analysis and prepares comprehensive reports.
- 6. **Information Technology Division**: The Information Technology Division manages the technological infrastructure and systems required for data collection, processing, storage, and dissemination. They develop and maintain statistical databases, software applications, and online platforms for accessing statistical information.
- 7. **Administration and Finance Division**: This division handles the administrative and financial functions of ZIMSTAT. It is responsible for budgeting, procurement, human resources management, logistics, and general administrative support to other divisions within the agency.

These divisions work together to ensure the smooth functioning of ZIMSTAT and the production of accurate and reliable statistical information. Collaboration between divisions is crucial to maintain data integrity and provide timely statistical reports to policymakers, researchers, businesses, and the general public.





# CHAPTER 2:

### **Expectations**

Upon commencing my work-related learning at ZIMSTAT as a Computational Mathematics student, I held certain expectations regarding the nature of the work. I anticipated a greater emphasis on coding and software development, expecting to be involved in creating programs and applications to a significant extent. While the tasks assigned were not without merit, the level of complexity was less than I initially envisioned, particularly considering ZIMSTAT's status as a government organization. The programs and applications utilized in my daily tasks proved to be relatively straightforward.

However, I gained valuable experience in applying fundamental concepts in a real-world setting. I assisted in data entry, cleaning, and preliminary analysis, using software such as CSPRO and Excel. This provided me with practical skills in data processing and analysis, which are essential for any computational mathematics student.

Furthermore, the practical aspects of the work presented some challenges. Collaborative tasks sometimes proved difficult due to an imbalance in the distribution of physical labor, particularly with some colleagues being unwilling to assist with more physically demanding duties. Of the twelve students assigned to the Demography Department, only three were male, which sometimes exacerbated this issue.





Financially, I had hoped that the internship would provide opportunities to earn income to contribute towards my tuition fees and household expenses. However, the lack of workshops and the limited allowance, which was largely consumed by transportation costs, made this difficult to achieve.

To improve the internship experience for future students, ZIMSTAT could consider implementing the following:

- Workshops on advanced statistical techniques: This would provide interns with the opportunity to develop their skills in areas such as data mining, machine learning, and statistical modeling.
- A more equitable allowance: This would help interns cover their transportation costs and other expenses, making the internship more financially sustainable.
- A more balanced distribution of labor: This would ensure that all interns have the opportunity to contribute to the work of the department, regardless of their gender or physical abilities.





## CHAPTER 3:

# Nature of Industry/Industry Development

The primary mandate of ZIMSTAT is to collect, compile, analyze and disseminate official statistics on various sectors of the economy. This includes data on national accounts, agriculture, industry, trade, prices, employment, education, health, population, demographics, poverty and other socio-economic indicators. The agency conducts regular surveys and censuses to gather data from households, businesses and other relevant sources.

ZIMSTAT is guided by international standards and the best practices in statistical methodologies. It follows the principle outlined in the United Nations Fundamental Principles of Official Statistics and other adheres to the guidelines provided by international organizations such as United Nations Statistical Commission (UNSC) and the African Union Commission (AUC).





These standards ensure that data produced by ZIMSTAT is comparable, reliable, and meets international quality standards. In addition to its core functions of data collection and analysis, ZIMSTAT also provides technical assistance and capacity building support to other government ministries, departments, and agencies involved in data collection and analysis. The agency collaborates with the international partners such as the United Nations Development Programme (UNDP), World Bank, African Development Bank (AFDB), and other development partners to strengthen the statistical system in Zimbabwe.

ZIMSTAT plays a crucial role in supporting evidence-based decision making and policy formulation in Zimbabwe. The data produced by the agency is used by government ministries, departments and agencies, as well as the researchers, academics, businesses and international organizations. It helps in monitoring progress towards national development goals, assessing the impact of policies and programs, identifying areas of intervention and informing resource allocation decisions.

In conclusion, the Zimbabwe National Statistics Agency is the official statistical agency of Zimbabwe responsible for collecting, analyzing & disseminating statistical data on various aspects of the country's economy, population and social indicators. It operates under the ministry of Finance and Economic Development and follows international standards and best practices in statistical methodologies. ZIMSTAT plays a crucial role in supporting evidence —based decision making, policy formulation, planning, & monitoring of development programs in Zimbabwe.





The organization's vision, mission, and values are described below.

#### **VISIONS**

The vision of ZIMSTAT is to become a world –class statistical agency that provides timely , accurate , and relevant statistical information to support evidence –based decision making and sustainable development in Zimbabwe .The agency aims to achieve this vision by adhering to international best practices in statistical methodologies , adopting modern technologies for data collection and analysis , enhancing data quality and integrity , promoting transparency and accountability and strengthening partnerships with stakeholders.

#### ZIMSTAT's VISION ENCOMPASSES SEVERAL KEY OBJECTIVES, includes:

- **1. Improving Data Collection Methods**: ZIMSTAT aims to enhance data collection methods by adopting innovative approaches such as mobile data collection techniques, geospatial technology, and administrative data sources. These methods help improve the efficiency, accuracy, and timeliness of data collection processes.
- **2. Enhancing Data Quality:** ZIMSTAT is committed to ensuring the accuracy reliability, and completeness of statistical data. It employs rigorous quality control measures at every stage of the statistical process to minimize errors and biases. This includes training staff on data collection techniques, implementing standardized methodologies, conducting regular data, audits, and seeking feedback from data users.
- **3. Promoting Data Dissemination Accessibility:** ZIMSTAT strives to make statistical information easily accessible to a wide range of users, including policymakers, researchers, businesses, and the general public. The agency publishers its statistical data on its official website and other platforms, ensuring that is available in user —friendly formats. ZIMSTAT also conducts workshops, seminars, and training programs to promote data literacy and build capacity among data users





#### MISSION(S)

- ZIMSTAT's main mission is to collect comprehensive and high-quality data
  on various aspects of Zimbabwe's economy and society. This includes
  conducting surveys, censuses and other data collection activities to gather
  information on population demographics employment, agriculture, industry,
  trade, education, health, poverty, and other relevant areas, The agency
  employs various methods such as face to face interviews, questionnaires,
  administrative records, and data from other government agencies to ensure a
  wide coverage of data sources.
- ZIMSTAT is responsible for analyzing the collected data using rigorous statistical methods and techniques. The agency processes the raw data meaningful statistics that accurately reflect the current state of Zimbabwe's economy and society. This involves cleaning and validating the data applying appropriate statistical models and producing reliable indicators and measures. ZIMSTAT also compiles the analyzed data into statistical reports, publications, databases, and other formats that are easily accessible to policymakers, researchers, businesses, civil society, organizations, and the general public
- ZIMSTAT aims to ensure that statistical information is widely available to all stakeholders in a timely manner. The agency disseminates statistical data through various channels such as publications, reports, databases, online platforms, and interactive tools. By providing easy access to accurate and upto-date statistics, ZIMSTAT promotes transparency, accountability, and informed decision-making at all levels of society. The agency also conducts workshops, seminars, and training programs to enhance statistical literacy among users of statistical information.





#### **VALUES**

The Zimbabwe National Statistics Agency (ZIMSTAT) is the primary source of official statistics in Zimbabwe. The agency is responsible for collecting, analyzing, and disseminating statistical data that reflects the economic, social, and environmental conditions of the country. The values of ZIMSTAT are centered on the principles of accuracy, reliability, timeliness, and relevance.

- Accuracy: ZIMSTAT strives to produce high-quality statistics that accurately
  reflect the state of the economy and society. The agency uses rigorous
  methodologies and data collection techniques to ensure the accuracy of its
  statistics.
- **Reliability:** ZIMSTAT is committed to producing reliable statistics that are consistent with international standards. The agency maintains a robust system of quality control to ensure the consistency and reliability of its statistics.
- **Timeliness:** ZIMSTAT aims to produce statistics in a timely manner to support decision-making and policy development. The agency adheres to strict deadlines and publication schedules to ensure the timely release of statistical data.
- **Relevance:** ZIMSTAT produces statistics that are relevant to the needs of various stakeholders, including policymakers, businesses, researchers, and the general public. The agency takes into account the changing needs of its stakeholders and adapts its statistical programs accordingly.





# CHAPTER 4: Product/Service

ZIMSTAT plays a pivotal role in providing essential statistical products that offer a comprehensive understanding of Zimbabwe. At the core of its offerings is the Census, conducted every decade, which furnishes detailed insights into the country's population demographics, housing characteristics, and socio-economic landscape. This data is instrumental in shaping public service planning, resource allocation, and long-term trend monitoring. Another critical product is the Quarterly Labour Force Survey (QLFS), which tracks labor market dynamics, including employment rates, unemployment figures, and participation rates, informing employment policies.

To complement these efforts, ZIMSTAT compiles an annual Statistical Yearbook, consolidating data on various sectors such as population, health, education, agriculture, industry, trade, and finance. Furthermore, the agency maintains an online database of economic indicators, granting public access to vital information on GDP, inflation, interest rates, and other economic variables.

Translating this significance to a household scenario, envision yourself as a statistician responsible for providing crucial information to the household's breadwinner. Your primary task involves reporting the total number of household members to ensure their needs are adequately addressed. This includes tracking details like educational attendance, employment status, and scheduling adjustments for visiting relatives. Moreover, you gather statistics on monthly fuel consumption and grocery expenses to maintain accurate financial records.

Extending this analogy to a national scale, similar data collection becomes imperative for a country, encompassing vital statistics such as birth rates, death rates, and other demographic indicators. By analyzing and interpreting this data, policymakers can make informed decisions to effectively address the needs and requirements of the population, fostering informed governance and strategic planning.





# CHAPTER 5: Company society connection

ZIMSTAT's data plays a crucial role in various sectors of Zimbabwean governance and society. The Ministry of Social Welfare utilizes statistics on poverty levels to pinpoint vulnerable populations accurately, guiding the targeted implementation of social assistance programs. For instance, insights gleaned from the Poverty and Income Consumption Survey have shaped initiatives such as providing food aid to households impacted by drought.

Economic indicators generated by ZIMSTAT, including metrics like GDP growth and inflation rates, are closely monitored by key entities such as the Reserve Bank of Zimbabwe and the Ministry of Finance and Economic Development. These statistics serve as pillars for making informed decisions regarding monetary policy and national budget management.

In the realm of education, ZIMSTAT's data on literacy rates and educational levels is a critical tool for the Ministry of Education. This information aids in evaluating the efficacy of educational programs and identifying areas necessitating improvement. Policies aimed at enhancing access to education for all children have been influenced by these statistics.





ZIMSTAT's data releases are essential for businesses seeking investment opportunities, market trend insights, and a comprehensive grasp of the economic landscape. Informed decision-making grounded in this data contributes significantly to sustainable economic growth and job creation.

Moreover, researchers and academics heavily rely on ZIMSTAT's data for conducting studies across various domains like public health, social inequality, and economic development. Their findings not only deepen the understanding of Zimbabwe's challenges but also pave the way for evidence-based solutions that can drive progress and positive change.







# CHAPTER 6: Personal Development

Reflecting on my journey at ZimStats, it becomes evident that personal development is not only about acquiring new skills and knowledge but also about adapting to challenges and growing from experiences. In the dynamic environment of ZimStats, where tasks are diverse and deadlines are stringent, personal development plays a crucial role in enhancing individual capabilities and resilience.

Amidst the demands of updating tables and meeting deadlines, I have learned the importance of time management, prioritization, and effective communication. These skills have not only improved my performance at work but have also had a positive impact on my personal life, helping me navigate through challenges outside of the workplace.

The financial constraints and uncertainties surrounding allowances have underscored the significance of financial literacy and planning in my personal development journey. As I awaited provisions of certain months and allowances, I am reminded of the importance of budgeting, managing debts, and building financial resilience to overcome such obstacles effectively.

Through these experiences at ZimStats, I have come to appreciate the value of adaptability, perseverance, and continuous learning in personal development. Moving forward, I aim to further enhance my skills, broaden my knowledge, and cultivate a growth mindset to navigate through future challenges with confidence and resilience.





# CHAPTER 7: Handling conflict between personal/ Organisation Objectives

Navigating the intersection of my personal goals and the organizational objectives at ZimStats can sometimes pose challenges that require careful consideration and effective conflict resolution strategies. In a fast-paced environment with high expectations, aligning my aspirations with the goals of the organization becomes crucial for sustainable growth and success.

Conflicts between my personal objectives and the organizational goals may arise when my priorities diverge from the collective aims of the institution. Balancing my personal development aspirations, such as skill enhancement and career progression, with the immediate demands of the organization, such as meeting project deadlines and fulfilling assigned responsibilities, can sometimes create tension and conflicts of interest.

In such situations, open communication, mutual understanding, and compromise play vital roles in finding solutions that benefit both me and the organization. By engaging in constructive dialogues with supervisors and colleagues, clarifying expectations, and seeking common ground, I can address conflicts effectively and foster a harmonious working environment that nurtures personal growth while advancing organizational goals.

Moreover, recognizing the interconnectedness of my personal and organizational success can lead to a symbiotic relationship where my achievements contribute to the overall progress of the institution. By proactively identifying areas of alignment and opportunities for collaboration, I can mitigate conflicts and create a synergy that propels both my personal objectives and the organizational goals forward.

In the face of conflicting interests, proactive conflict resolution, a shared vision, and a commitment to mutual growth and success can pave the way for a harmonious coexistence of my personal and organizational objectives at ZimStats. By embracing these principles, I can navigate challenges effectively, foster a positive work environment, and contribute meaningfully to the collective success of the organization.





## CHAPTER 8:

# Key skills developments

During my tenure at ZimStats, I have had the opportunity to enhance a diverse set of skills that have been instrumental in my personal and professional growth. These key skills development areas have not only improved my performance within the organization but have also equipped me with valuable tools to navigate challenges and seize opportunities effectively.

- 1. **Analytical Skills**: Working at ZimStats has honed my analytical abilities, allowing me to interpret data, identify trends, and draw meaningful insights to support decision-making processes. These skills have been particularly valuable in updating tables and conducting data analysis accurately and efficiently.
- 2. **Communication Skills**: Effective communication is paramount in a dynamic work environment like ZimStats. Through interactions with colleagues, supervisors, and stakeholders, I have refined my verbal and written communication skills, ensuring clarity, precision, and professionalism in all forms of correspondence.





- 3. **Time Management**: Given the demanding nature of tasks and tight deadlines at ZimStats, mastering time management has been crucial. Prioritizing tasks, setting realistic goals, and efficiently allocating time have enabled me to meet project timelines and deliver high-quality work consistently.
- 4. **Adaptability**: The dynamic nature of work at ZimStats has emphasized the importance of adaptability. Being able to embrace change, pivot quickly in response to evolving priorities, and remain agile in the face of challenges has been a key skill that I have developed during my time here.
- 5. **Collaboration**: Collaboration is integral to the success of projects at ZimStats. Working effectively in teams, leveraging diverse perspectives, and fostering a spirit of cooperation have been essential skills that I have cultivated to drive collective achievements and foster a positive work environment.
- 6. **Problem-Solving**: Addressing challenges and finding innovative solutions are inherent aspects of my role at ZimStats. Developing strong problem-solving skills has empowered me to approach issues systematically, think critically, and resolve complex problems effectively.

Continuing to nurture these key skills development areas will not only enhance my performance at ZimStats but will also bolster my capabilities for future roles and challenges. Embracing a growth mindset and a commitment to continuous learning will be pivotal in further refining these skills and driving personal and professional advancement.

Throughout my journey at ZimStats, I have had the opportunity to develop and enhance various skills that have contributed to my personal and professional growth. The challenges and experiences I have faced have helped me identify key areas where I needed to improve, and I have made a conscious effort to develop these skills.





One of the key skills I have developed is time management and prioritization. With the pressure of meeting deadlines and completing tasks on time, I have learned to prioritize my work, manage my time effectively, and maintain a sense of urgency to deliver high-quality results.

Another crucial skill I have developed is effective communication. Through interactions with my supervisor, colleagues, and other stakeholders, I have learned to articulate my thoughts clearly, provide regular updates, and seek feedback to ensure that I am meeting expectations.

In addition to these skills, I have also developed a growth mindset, which has enabled me to approach challenges with confidence and resilience. I have learned to embrace setbacks as opportunities for growth and to seek support from colleagues and supervisors when needed.

Furthermore, I have improved my financial literacy and planning skills, which have helped me navigate the challenges of delayed allowances and manage my finances more effectively.

Moving forward, I intend to continue developing these skills and acquiring new ones to enhance my performance, contribute to the success of ZimStats, and achieve my personal goals.





# CHAPTER 9:

## Re-entry

The re-entry into university for my final year of study marks a pivotal moment in my academic journey, characterized by a significant transformation in my needs and capabilities. The experiences garnered during the industrial attachment have reshaped my perspective, equipping me with a unique set of skills, insights, and a heightened sense of purpose as I return to the academic environment.

I, now more adept at navigating complex workplace dynamics and armed with practical skills and theoretical knowledge acquired during the attachment, approach my final year with a newfound sense of confidence and readiness. The challenges faced and triumphs achieved during the attachment have not only broadened my skill set but have also instilled in me a deeper understanding of the real-world applications of my academic learnings.

As I re-enter university, the amalgamation of my experiences and academic pursuits promises to enhance my learning journey significantly. The refined analytical skills, enhanced communication abilities, and strengthened adaptability acquired during the attachment will serve as invaluable assets in tackling academic challenges and seizing opportunities for growth.





My evolved needs and capabilities, shaped by my industrial attachment experience, will undoubtedly enrich my final year of study. My enhanced problem-solving acumen, time management proficiency, and collaborative spirit are poised to elevate my academic performance and foster a deeper engagement with my coursework and peers.

This re-entry signifies not just a return to academia but a transformative continuation of my educational odyssey. My experiences serve as a bridge between theory and practice, propelling me towards a more holistic and impactful learning journey in my final year of study.





# CHAPTER 10: Overview

My work-related learning experience at ZIMSTAT has provided invaluable practical insights into the application of computational mathematics and statistics in a real-world setting. While the role may not have involved the extensive coding I initially anticipated, it offered a comprehensive understanding of the processes involved in collecting, analyzing, and disseminating official statistics within a national context.

Through my time in the Demography Department, I gained hands-on experience in data collection, validation, and analysis, contributing to projects such as the Quarterly Labour Force Survey. I witnessed firsthand the importance of accuracy, reliability, and ethical considerations in statistical work. I observed the collaborative efforts between different divisions within ZIMSTAT, highlighting the importance of teamwork and communication in achieving organizational goals.

I learned about the organizational structure of ZIMSTAT, its mandate, and its role in supporting evidence-based decision-making in Zimbabwe. I also came to appreciate the challenges and opportunities associated with working in a government agency, including the need to balance efficiency with bureaucratic processes.





While the financial compensation was limited, the experience provided a solid foundation for my future career. The skills and knowledge I acquired at ZIMSTAT will undoubtedly be valuable as I continue my studies in Applied Mathematics and Computational Science. The experience has reinforced my interest in pursuing a career where I can apply my analytical and problem-solving skills to contribute to the development of Zimbabwe.



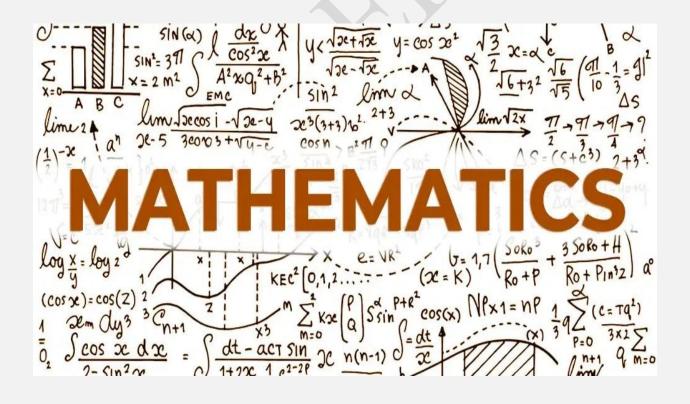


## CHAPTER 11:

## Mini Project



# Understanding Nathematics By Victor Rwodzi



For more information about the project, visit

https://v1ckt0r1us.github.io/Vicks-Website/My%20Work.html or Bit.ly/vicktorius







## CHAPTER 12:

#### **Presentation**





## REFERENCES