



WEEKLY KSG Bulletin

27th Jan- 2nd Feb, 2024

Rebirth and Abundance for KSG in 2024



Grace Njoki (L), Lisper Murugi (C) and Nadia Ibrahim lead in praise and worship during the annual Prayer and Thanks-giving Day at the School in Lower Kabete.

Prayer; the medium through which we speak to God, a means of petitioning the Almighty with our concerns, worries and praises. We can request anything we need from God, who will provide answers and the guidance we seek, and although He may sometimes not answer our prayers instantly or in ways we might have fathomed, petitioning Him gives us peace.

The Kenya School of Government (KSG) has a

cherished tradition of organizing the annual Thanksgiving and Prayer Day at the start of the year; gratitude and seeking divine blessings setting a positive tone for the months ahead.

Across the School this week, a momentous event that transcended the boundaries of academia bringing together all staff in a collective expression of faith, unity and dedication of the year to God.

While presiding over the event at KSG Baringo Campus,

HIGHLIGHTS

- 5** Pain-free and lighter; go for your check-up
- 7** Mental wellbeing, Cancer still health major concern
- 9** Welcome on Board New Attachés
- 10** Kioko: A Worthy Investment
- 13** Upcoming and Ongoing Programs
- 14** Train with us

Rebirth and Abundance for KSG in 2024



Rev. Ambrose Nyangao Senior Pastor at Parklands Baptist delivers a sermon during the prayer day at KSG Lower Kabete. Sheikh Ramadhan Mohamed (seated in white) had delivered his sermon earlier.

the Director, Dr. John Bii, quoted from Habakkuk Chapter 2:4, "The righteous and just shall live by faith and trust that all will be well in the Lord." Reflecting on the year that was and looking forward for 2024, the Director urged staff to strive for a leading and desirable training institution within the region or beyond.

His challenge to staff; shun pessimism and be judicious in execution of tasks with gratitude and industry.

Gracing the ceremony, the Campus Chaplain, Rev. Japheth Kangwony, delivered a sermon on purpose-driven life, saying that that is the intent of God for all to fulfil their obligations by

serving humanity with honor and thus satisfying Him.

Following suit, staff stationed in Lower Kabete assembled on Tuesday, January 23, 2024, for the Prayer and Thanksgiving event themed "Rebirth and Abundance," embodying the School's optimistic outlook on the future, signifying a new season filled with possibility, growth, and prosperity. The choice of theme also reflects the School's dedication to continuous enhancement.

Dr. Tom Wanyama, Director of the Institute of Devolution Studies at the School, led the service drawing from the timeless Isaiah 40:31, the Biblical verse that gave an apt spiritual dimension to the event, encouraging all to embrace the transformative power of faith and renewal.



KSG Embu Campus Staff participate in their Prayer and Thanksgiving Day that was held this week.

Rebirth and Abundance for KSG in 2024

The Service had sermons delivered by Rev. Ambrose Nyang'ao, Senior Pastor at the Parklands Baptist Church and Sheikh Mohamed of the Lower Kabete Mosque. Sheikh Ramadhan Mohamed was passionate about faithfulness to the employer and practicing fairness towards fellow employees. According to the Sheikh, we can only practice these virtues when we put the Almighty first, adding that God requires us to believe in Him for all his goodness to be shown to us.

For Rev. Nyang'ao, it is a season of newness; a time of moving beyond your current position and not settling for the ordinary. To prepare for this extraordinary life requires that certain things are dropped from your life. Using the analogy of an eagle that pulls out its feathers, breaks its beak and claws and goes through discomfort before getting



Embu Campus Director Dr. Anne Kang'ethe and Guest Speaker Bishop John Mukundi at the interdenominational event. The event also served as a appreciation of senior officers retired in 2023.

new feathers, a new beak and new claws, the Senior Pastor encouraged physical, mental and physical preparation for rebirth and abundance.

At KSG Mombasa, Dr. Rukia Atikiya, Ag. Campus Director,

jolted staff to reality, "So many people would have wished to see this day, but they did not. That does not make us special; it just means that God has been extremely gracious to us, and we must show our gratitude to Him"



Baringo Campus staff engage in song and dance as they dedicated the New Year 2024 to the Almighty during their Prayer Day.

Rebirth and Abundance for KSG in 2024



Mombasa Campus at the Prayer Day, a tradition of the School that is conducted across all campuses of the School . 2024, was no different, as the year was dedicated to God to set the tone for the following months.

The Director acknowledged the hard work, resilience, and camaraderie exhibited by her team in the last quarter, recognizing the sacrifices made by staff members above and beyond to spur their objectives despite the challenging conditions in the country.

Elsewhere at KSG Embu, the management of the Campus killed two birds with one stone. The Campus took the opportunity to show their appreciation of senior officers who retired in 2023 by way of recognition. This was alongside members of staff who acquired various academic qualifications.

Guest speaker, Bishop John Mukundi, led the prayers in Embu, stating, "This year should begin unblemished as we seek to leave behind certain habits and start with determination to kill weaknesses that impede our spirituality and relationships."

The Annual Thanksgiving and Prayer Session is an inter-

denominational event that captures the School's commitment to unity in diversity and inclusivity.

Staff from various departments and backgrounds gather as one cohesive community for the prayer and dedication session. This unity strengthens interpersonal bonds and enhances the collaborative spirit crucial in a training institution like the School.

As employees of the School embark on a new year, the spirit of

"Re-Birth and Abundance" will undoubtedly give guidance towards new horizons and achievements for KSG as it seeks to reaffirm its pledge to excellence and holistic development in its mandate.

*Compiled by Tabitha Kemunto,
Venus Bartena, Glenn Lumiti and
Christine*



David Kagenyi leads in prayer, joined by Ag. Director Dr. Rukia Atikiya and Communications Officer Ms. Ephline Okoth, in Mombasa.

Pain-free and lighter; go for your check-up

BY VIVIANNE NGUGI

On Tuesday, January 23, 2024, Kenya School of Government commemorated Cervical Cancer Month held in January worldwide. In Kenya, according to Globocan 2020, Cervical Cancer month was first commemorated in 2019, when it became apparent, through research and data, that it was the leading cause of death with 5,236 (12.4%) new cases and 3,211 (11.9%) deaths per year.

The day commenced with a public lecture and a free Medical Camp for Breast, Cervical and Prostate Cancer screening. The services were offered by Beth Mugo Foundation, Beyond Zero and Women for Cancer in collaboration with KSG Clinic and Lower Kabete Health Centre.

It was during this special day that Lisper Murugi narrated her story on why she values the benefit of advocacy and awareness talks, including medical camps and awareness.

Lisper's experience started back in 2013, when she started getting back pains, restricting and constraining any vigorous work or lifting of heavy items. She goes back in time, recalling her visit to AAR Hospital that year who at that time, confirmed that she required further diagnosis, but fear and anxiety delayed her visit to the hospital to seek proper treatment. Lisper Murugi continued to endure the pain and discomfort for years, relieved only by painkillers.

This was until she heard, through the memo and KSG internal mail and website, about the Cervical Cancer Advocacy and Medical Camp happening on February 3, 2023 at Kenya School of Government Lower Kabete



Ms. Lynette Otwori Ag. Director Margaret Kenyatta Institute for Gender and Social Development engages Ms. Lisper Murugi from the Office of the Director Finance and Administration on her health journey

Grounds.

That morning, Lisper asked herself "do I go or do I not go?" "But with the medical camp in full sight outside the Convention Centre in KSG Lower Kabete Campus, I, filled with resolve, yet anxious and apprehensive, I visited the Medical Camp.

"I was so nervous, but I found the courage". When asked what made her interested in the camp, she narrated her experience of severe back pain to the healthcare worker.

It was here that her journey began. The nurse upon examination confirmed that she had found a polyp. With calm professional disposition, she assured Lisper that the polyp, which is a growth of tissue from the surface of the body, was not malignant.

Lisper was familiar with the term "*malignant*", especially, that it was used within the Cancer context; and

that this meant that presence of the growth did not confirm the "*presence of cancer*". The nurse further encouraged Lisper to seek further diagnosis using the referral card which she presented her with.

This reassurance should have put Lisper at peace, however quite the contrary! The news caused more fear and apprehension, the result of which Lisper, though having shared her experience with her husband, did not seek further treatment, the whole dilemma continued to weigh heavily on her mind causing her mental anguish. "I mitigated the constant pain through pain killers".

It was not until January 2, 2024 that Lisper boosted with the confidence of a New Year woke up and full of courage visited a health center in Westlands. Unfortunately, the resident Gynecologist, perhaps due to the day of the year was not available so instead she was referred to a general practitioner. "General Doctors and Specialty Doctors, in this case Gynecologists, truly have

Pain-free and lighter; go for your check-up

different reactions," says Lisper. Because when the General Doctor examined her, he was not as calm as the nurse she had seen at the Camp. He was disturbed that Lisper had delayed her treatment and caused the growth to enlarge. But to the doctor's credit, his reaction injected determination, such that one day later, on January 4, 2024, she visited MP Shah Hospital where she was "sure to find all the specialists and equipment under one roof".

Following a set of tests and screening, the doctors at MP Shah confirmed the presence of one polyp, ruling out any other growth among them Fibroids both in the Cervix and the Uterus. The

doctors however recommended immediate surgery. When asked when she would like to return for the surgery, Lisper, this time and the encouragement of her husband, chose not to leave the hospital and that day checked herself into hospital. That same evening of January 4, she underwent a successful surgery to remove the polyp.

Today, Lisper is pain free and continues her treatment looking forward to a full recovery soon.

Lisper's story has a happy ending, and one that many can relate to. We can all share a time when we know we should

have sought medical help and postponed it. But most critical, is the time we have delayed or ignored symptoms because of fear and the unknown...those voices in our heads!

Lisper's story is also one of encouragement too! She ends her story with these words "I am pain free, I feel lighter and can go about my business. I really advise people to go for checkup and visit medical camps when the opportunity arises. She applauded the Cancer awareness initiative presented by KSG, the knowledge gained through the Public Lecture and the free breast, cervical and prostate cancer medical camp'.

Mental wellbeing, Cancer still health major concern

BY BETH MUIGAI

The discourse surrounding mental health continues to hold a prominent position in the agenda of various global communities. In the face of pressing economic challenges, escalating international conflicts, and other socio-economic issues, stress levels have soared, warranting widespread concern. Mental disorders, serving as a significant contributor to the global burden of disease, present a growing challenge to the international healthcare infrastructure.

The World Health Organization (WHO) reports a global prevalence of lifetime mental disorders ranging from 18.1 to 36.1 percent. This statistic underscores the pervasive nature of mental health issues, with more than one-third of the world's population experiencing varying degrees of mental disorders at



Ms. Pauline Kemunto from KSG's Strategic Planning and Performance Unit undergoes blood pressure checks during the free Cancer Screening Camp held at the School in Lower Kabete

some point in their lives.

A similar concern arises in the realm of Cancer, where recent years have witnessed an alarming increase in infections.

Governments and healthcare institutions are responding by intensifying awareness campaigns, aiming to equip both staff and citizens with the knowledge

Mental wellbeing, Cancer still health major concern

required to comprehend treatment modalities and implement effective prevention strategies.

The imperative is to foster a comprehensive understanding of mental health and cancer, ensuring that individuals are empowered to navigate these challenges with informed choices for their well-being.

KSG's Margaret Kenyatta Institute of Gender and Social Development (MKI) organized a public lecture addressing two critical areas, to advance the understanding of prevention and treatment of Mental Health and Cancer. The event was held at Lower Kabete on January 23, 2024.

This initiative was conducted through collaboration of the Beth Mugo Foundation, National Cancer Control Program, Beyond Zero, Chiromo Hospital Group and the Kenya School of Government Clinic. Together, these entities contributed to the dissemination of valuable information, empowering individuals with knowledge on mental health and cancer prevention and treatment strategies.

When addressing the topic of Cancer, Dr. Joane-Paula Bor Malenya, Acting Head of the National Cancer Control Program, highlighted key statistics; 11.7% of diagnosed cancers are attributed to Breast Cancer, followed closely by Lung Cancer at 11.4%, and Colorectal Cancer at 10%.

In Kenya, Breast Cancer leads with a prevalence of 16.1%, followed by Cervical Cancer at 12.4% and Prostate Cancer at 8.1%. Cervical Cancer emerges as the predominant cause of cancer-related fatalities at 11.9%. Dr. Malenya emphasizes a crucial message: Cancer is



Ag. Head of the National Cancer Control Program Dr. Joane-Paula Bor Malenya, talks about Cancer Awareness during the public lecture held the School in Lower Kabete

preventable and treatable. Cancer prevention emerges as the most cost-effective approach, with 40% of all cancers being preventable.

Primary prevention strategies encompass lifestyle modifications, vaccination against HPV for Cervical Cancer prevention, and Hepatitis B vaccination for Liver Cancer prevention. Additional preventative measures include controlling aflatoxins in food, regulating tobacco and alcohol consumption, minimizing exposure to environmental and occupational hazards, and reducing radiation exposure.

Secondary prevention involves early detection through screening initiatives. Dr. Malenya's message underscores the importance of proactive measures in mitigating the impact of cancer, emphasizing the potential for prevention and cure.

Dr. Rose Ngondi of Chiromo Hospital Group noted that there is a correlation between mental health and productivity in the workplace. Statistics have revealed that depression and anxiety have cost the global economy a staggering \$1 trillion

dollars in lost productivity. In 2020, Ksh. 62.2 billion losses were registered due to mental health issues. This financial toll not only reflects the direct costs associated with absenteeism and presentism and reduced efficiency but also highlights the broader societal implications of neglecting mental well-being.

The implications of Dr. Ngondi's observations extend beyond mere economic statistics. They point to a pressing need for comprehensive workplace strategies that prioritize mental health as a fundamental component of employee health. Initiatives such as employee support programs, mental health awareness campaigns, and destigmatizing discussions around mental health are essential steps in fostering a workplace culture that values and safeguards the mental well-being of its workforce.

The event garnered participation from both course participants and staff members. MKI and the partners had also organized for free cancer screening for Breast, Cervical and Prostate Cancer.

KSG Medical Camp: Learn, Prevent & Screen



Ag. Director MKI, Ms. Lynette Otwori, together with Ag. Head of the National Cancer Control Program Dr. Joane-Paula Bor Malenya, Dr. Rose Ngondi of Chiromo Hospital Group, Ms. Jane Mwangi of KSG, Ms. Vivianne Ngugi of MKI after the Public Lecture that was part of the events on the Cancer Awareness Day at the School.



Sights at the Free Medical Camp that was held at KSG on January 23, 2024: Partners - The Beth Mugo Foundation and Beyond Zero provided mobile clinics for screening and staff that offered information and consultation on Cancer prevention amongst men and women.

Welcome on Board New Attachés

Searching for a place of attachment can be daunting when an overwhelming number of students are looking for placement in the industry with limited attachment slots.

Bulletin writer Ms. Venus Bartena interviewed a cross-section of college students recently attached to KSG Baringo Campus to establish how the search for attachment was and what their stay at KSG portends.



Vincent Kiprotich

Communication Technology, says attaining his attachment to the School was a relief.

He gave an account of how he made numerous applications in Nakuru and Baringo Counties but with no responses.

He knew about the Kenya School of Government through the website.

"I am determined to make the most use of this period to acquaint myself with the ICT field and acquire positive work attitudes through interaction with the personnel here. It has been an incredible experience so far. The Campus has proven to be a space that nurtures growth and collaborative work," said Kiprotich.

The interview with Rachael Kiptui, a student of Information



Rachael Kiptui

Communication Technology at RVIST, revealed the power of reputation of an organization. What fueled Rachael to choose the Campus as the place of choice for attachment was the testimonials she received from her friend.

"My friend told me that KSG is a strategic national institution where all government institutions meet, an ideal place to build one's resume."

She hopes to learn from the experienced workforce, contribute to KSG's mandate, learn and build confidence in her field of interest.

Ms. Joy Chochoi, a Mount Kenya University scholar pursuing a Bachelor's Degree in Business Management (Procurement Option), used the internet to find the Campus as her attachment destination.

"I wanted to do my attachment in Baringo County, but I did not know any institution to go to. The internet landed me on your website, where I gained a glimpse of the institution- the range of services offered and the caliber of customers."

Besides, she was looking for mentorship opportunities. Ms. Chochoi believes that the professionals the School has will be handy in guiding and supporting her learning and development during her attachment duration.

Further, Ms. Chochoi aims to understand the life cycle and vendor management, among other procurement matters.

"Out of interaction, I expect to enhance negotiation skills because they are useful when seeking favourable terms, cost saving, contract management and fulfilling agreements."



Japheth Amke

For Japheth Amke, an Electrical Engineering student at Mining Training Institute, KSG Baringo is a walking distance from his residence making his choice of on-job training quite easy.

Based on referrals he got from previous attachés, the School is the right place for engaging with diverse professionals and potential employers.

The Corporate Communication Department takes this earliest opportunity to welcome the students to the School, the beacon of inculcating national values and principles of civic duty and wish them successful practical and service-centred learning.

Complied by Ms. Venus Bartena, a student at Kabarak University Pursuing a Diploma in Mass Communication.

Ms. Kioko: Investing in a Worthy Cause for Growth



Ms. Elizabeth Kioko, Educator -
Ministry of Education

BY RASHID MWINYI

Learning in the classroom setup, they say, may not be easy to translate into real life scenarios since a point may pass, unlike in the program where each participant is directly involved with so many lessons to take away. This is the Kenya School of Government Experiential Learning Program.

This week, Bulletin Writer Rashid Mwinyi shares a write-up from a conversation with one Ms. Elizabeth Kioko, who exhibited enthusiasm and immense contribution during the outdoor learning module of the Strategic Leadership Development Program recently at Matuga Campus.

The writer compiles Ms. Kioko's account of experiential learning, a significant activity she participated in, and some valuable lessons she took home from the program.

She expressed profound delight with her time at Matuga,

describing it as a practical learning to unlock her full potential. She lauded the engaging lectures, well-maintained rooms, and pristine surroundings that contributed significantly to her growth.

She gave prominence to one of the activities she found intriguing, which mirrors how the diverse dispositions and characters of employees in the organization can influence the quality of work.

"In groups, each member blindfolded we were supposed to transform a rope into a square. In the long run, we had leadership in the group where we appointed someone to take charge and guide

the process," explained Ms. Kioko.

Ms. Kioko learnt how to build trust with her team members and the essence of active listening.

"We learnt to adapt to problems, invent, and strategize together. Furthermore, being blindfolded enabled us to appreciate the viewpoints of others in decision making."

Among the key insights gained from the Strategic Leadership Development Program course, Ms. Kioko highlighted knowledge management, wellness strategies, legal frameworks in resource management, policy-making skills, and talent management. She believes the exposure will significantly enhance her role as a teacher within the Ministry of Education.

"We took home valuable lessons; the need to define the required work output and align the team to business goals. Then, it is very crucial to develop a communication strategy, provide effective training, and implement a support structure. Measure the work done to establish if the goal was achieved."

For her, other tests came through physical activities such as long treks, outdoor leadership games, running, and debriefing sessions. Ms. Kioko recommended the uptake of the program by public officers joining higher positions in government to transform their understanding of the true meaning of leadership and devotion to service delivery.

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adapt to problems,
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Ms. Elizabeth Kioko

Weekly Activities in Summary



Hon. Wario Guyo Adhe, MP, North Horr Constituency during his visit to Kenya School of Government for the purpose of drawing programs for the Youth of his Constituency. The School will work closely with the MP to establish a youth centric learning center in Marsabit County. The MP was hosted by Director Finance and Administration Prof Nura Mohamed, and Mr. Peter Quest.



KSG will for the next 6 weeks host the 2024 Cohort from the Office of the Auditor General for an Induction Program. The Auditor General Ms. Nancy Gathungu in her address, emphasized the importance of making a difference in the lives of the Kenyan people through boldness and accountability in the work of the associates.

KSG Director General, Prof. Ludeki Chweya commended the Audit associates for making it to this level and spoke on the importance of embracing professionalism and decency as they execute their roles as public servants.



Strategic Leadership Development Program participants of Baringo Campus during the Experiential Learning at the Campus. A module that is instrumental in character molding giving hands-on lessons for reflection and practice.

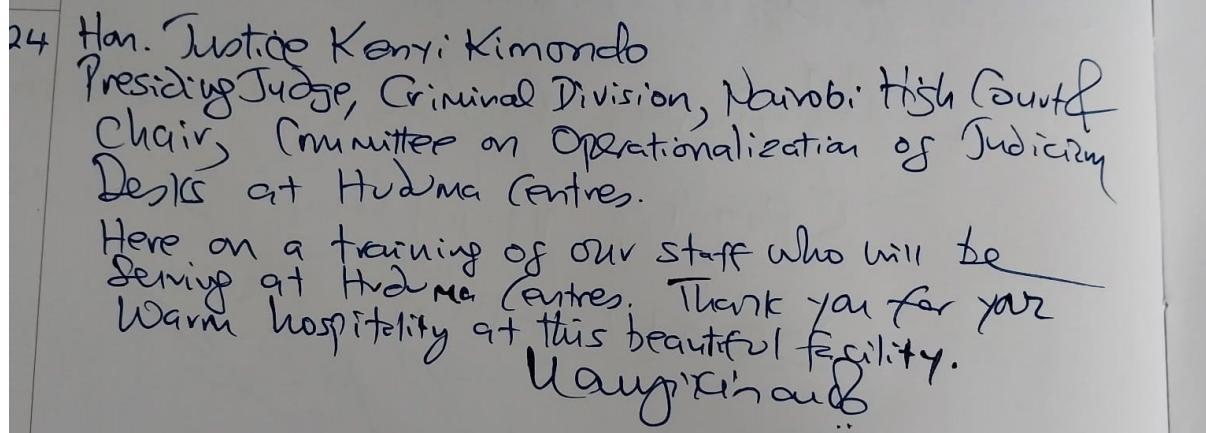
Leadership Lesson

Exploring the Distinction Between Leadership and Bossism

There is a difference between being a leader and being a boss. Both are based on authority. A boss demands blind obedience; a leader earns his authority through understanding and trust.

– Klaus Balkenhol

Have your say



Humor of the week

When you're sleeping and your alarm hasn't rung yet but the amount of sleep you're getting is suspicious.



Word of the Week

1 Peter 5:6-7

Humble yourselves, therefore, under the mighty hand of God so that at the proper time He may exalt you, casting all your anxieties on Him, because He cares for you.

UPCOMING AND ONGOING PROGRAMS

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Baringo Campus

Strategic Leadership Development Program	8th January - 16th February, 2024
Senior Management Course	8th January - 2nd February, 2024
Strategic Leadership Development Program	5th February- 12th April, 2024
Senior Management Course	5th February- 1st March, 2024
Senior Management Course (online)	5th February - 29th March, 2024
Public Relations & Customer Care	5th - 16th February , 2024
Supervisory Skills Development Course	5th - 16th February , 2024

Embu Campus

Management Skills Course	22nd January - 17th February, 2024
Essential Computer Skills	15th January - 9th February, 2024
Senior Management Course No.203/2024	15th January - 9th February, 2024
State Department for Basic Education	23rd January - 4th February,2024
Strategic Leadership Development Program No.400/2024	22nd January - 1st March, 2024
Senior Management Course No.204/2024	15th January - 8th March, 2024
Diploma in Social Work No. DSW 44/2023	6th March - 7th March, 2025
Essential Counseling Skills Program (Public Service)	29th January - 2nd February, 2024
KSG Corporate HR workshop	26th- 30th January, 2024
The Public Service Payroll Re-engineering Retreat	29th January - 17th February, 2024

Matuga Campus

Strategic Leadership Development Program No. 396/2023	13th November 2023 -9th February,2024
Senior Management Course No.124/2024	15th January - 9th February,2024
Senior Management Course No. 125/2024	29th January- 22nd March, 2024
Senior Management Course No. 122/2023	30th October -2nd February, 2024

Mombasa Campus

Financial Management for Project Accountants	23rd January- 2nd February,2024
Public Sector Financial Management	23rd January –16th February, 2024
Proficiency Skills Enhancement Course (National Treasury)	23rd January –16th February, 2024
Senior Management Course No. 176/2024	15th January- 9th February, 2024
Strategic Leadership Development Program	15th January- 9th February, 2024

Lower Kabete

Senior Management Course No. 411/2023	11th December 2023- 1st March, 2024
Customer Service Excellence Training (Huduma Kenya)	16th January -23d February, 2024
Induction and Training for Audit Associates (OAG)	15th January-23th February, 2024
Strategic Leadership Development Program No.399/2024	15th January - 23 February, 2024
Senior Management Course No.413/2024 (EACC)	15th January-9th February, 2024
Senior Management Course No.412/2024	8th January-2nd February, 2024
Project Planning and Development (GIZ)	8th January-2nd February, 2024
IFMIS Training eProcurement	29th January- 2nd February, 2024
Knowledge Management Course (Salaries Review Commission)	29th January- 2nd February, 2024
Murang'a County Government	29th January-1st February, 2024
Public Service Interns Cohort VI	29th - 30th January, 2024
Culture Change Program (GDC)	29th January- 2nd February, 2024
Review of HR Instruments (SASRA)	29th January- 2nd February, 2024
Teachers Service Commission	31st January, 2024

Train With Us

**COUNTY CLIMATE
CHANGE FUNDING
MECHANISM**

Dates : February 19-23, 2024

Campus: Lower Kabete

Cost: Kshs. 52,200 (Residential)
Kshs. 29,000 (Non-Residential)

www.ksg.ac.ke

Kenya School of Government
Empowering the Public Service

SAVE THE DATE!



The Kenya School of Government (KSG) together with the International Institute of Administrative Science (IIAS) will hold the annual IIAS-KSG 2024 Conference focusing on the theme of "International Collaborative Governance". The four day international Conference will take place at KSG Mombasa Campus from February 26- March 1, 2024.

About 300 local and international delegates from over 30 different countries have been invited to this forum bringing together a diverse group of professionals, academics and experts to share their insights, experiences and research findings related to international collaborative governance, providing a global platform for exchange of knowledge and practices between public administration and development professionals. Notable partners for this Conference include African Association for Public Administration and Management (AAPAM) and the African Management Development Institutes' Network (AMDIN).

Further information about the Conference and registration details can be obtained at <https://www.confotool.org/iias-ksg-mombasaconference2024/>

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- Centre for Research and Advisory Services
- Centre for Environmental Governance and Climate Change
- e-Learning and Development Institute
- Security Management Institute
- Margaret Kenyatta Institute for Gender and Social Development
- Institute for Devolution Studies

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