INFLUENCE OF CAPACITY BUILDING STRATEGIES ON GOVERNANCE IN WATER AND SANITATION SECTOR: A CASE OF KENYA WATER AND SANITATION CIVIL SOCIETY NETWORK

Lucia Musenya Wambua
College of Human Resource and Development, Jomo Kenyatta University of Agriculture and Technology
P. O. Box 62000, 00200 Nairobi, Kenya.
Corresponding Author email: lucyjwambua@gmail.com

Dr. Kepha Ombui
College of Human Resource and Development, Jomo Kenyatta University of Agriculture and Technology

Dr. Mike A. Iravo
College of Human Resource and Development, Jomo Kenyatta University of Agriculture and Technology


ABSTRACT
The purpose of this study was to determine the influence of capacity building strategies on governance in water and sanitation sector: a case of Kenya Water and Sanitation Civil Society Network’s organizations. The study was guided by the following research objectives: To assess the influence of training strategies on governance in the WASH sector by KEWASNET’s organizations in Kenya, To examine how management development strategies influence the governance in the WASH sector by KEWASNET’s organizations in Kenya, To explore to what extent networking strategies influence governance in the WASH sector by KEWASNET’s organizations in Kenya and to establish the influence of knowledge management strategies on governance in the WASH sector by KEWASNET’s organizations in Kenya. The study was guided by four theories namely: Knowledge Based Theory, Kirkpatrick's Learning and Training Evaluation theory, Experiential Theory and Network Theory. Primary data was utilized for this study and data collection was carried out by use of open ended questionnaires. The questionnaires were administered to 74 randomly selected respondents from top level, middle level and low levels of management in eighteen (18) organizations of KEWASNET’s network in Kenya where proportionate stratified random sampling technique was employed. The findings indicated that Training strategies, Management Development strategies, networking strategies
and Knowledge Management strategies are positively and significantly related to governance in the WASH sector. The study recommends that the Four-Level Training Evaluation Model (Reaction level, learning, behavior and results levels) as proposed in the Kirkpatrick's learning and training evaluation theory should be taken into consideration during training so as to test the efficiency imparted in trainings. It further recommends that coaching and mentorship programmes should be put in place in organizations and that networking and collaboration strategy to be formulated, communicated and implemented as well. In addition it recommends that strong Management Information systems (MIS) and resource centers should be highly considered and implemented with periodic upgrades maintaining high agility to change with changing global trends.

**Keywords:** Training strategies, Management development strategies, Networking strategies, Knowledge management strategies, Governance in the WASH sector.

**INTRODUCTION**

**Background on the study**

A strategy is simply a plan. It is a high level plan to achieve one or more goals under conditions of uncertainty (Wikipedia contributors, 2016). Organizations often formulate company strategies, product and service strategies, and strategies that drive operational, support and managerial processes. (Baser, 2011) defined Capacity as the ability of people, organizations and society as a whole to manage their affairs successfully. Further (Wikipedia contributors, 2016) defines Capacity building as strengthening the skills, competencies and abilities of people and communities in developing societies so that they can overcome the causes of their exclusion and suffering. Organizational capacity building is used by NGOs and CSOs to guide their internal development and activities.

In the CSO sector, (PEPFAR, 2011) defined Capacity Building (CB) as evidence-driven process of strengthening the abilities of individuals, organizations, and systems to perform core functions sustainably, and to continue to improve and develop over time. CB allows an organization to attain its vision, mission and goals, and sustain itself. It focuses on the integrative process that CSOs move through as it builds to confront the challenges of today while becoming the transformational organization of tomorrow. (Worth, 2011) argued that non-profit organizations play increasingly important roles in the society, it becomes even more critical for them to perform effectively. The first step in improving an organization capacity is the act of resetting aspirations and strategy. For capacity building to be effective it is crucial for the organization to have good management. One of the barriers impeding the ability of nonprofits to engage in capacity building is a dysfunctional funding environment. In building organizational capacity, it is essential that CSOs carry out a critical assessment of their internal capabilities and the methods they use to increase capacity at the organizational level. The organizational capacity building process will help to strengthen the linkages among their vision, mission and goals/objectives and improve their chances for sustainable service delivery. Arab Water Report (UNDP, 2013) stated that improving WASH governance can be done through participation whereby all citizens, both men and women, should have a voice through inclusive approach, transparency where information should flow freely within a society, equity where all groups in society, both men and women, should have equal opportunities to improve their wellbeing,
accountability where governments, the private sector and civil society organizations should be accountable to the public or the interests they are representing Coherent, integration and ethics. In 2010 the United States Agency for International Development (USAID) conducted a WASH governance benchmarking initiative to evaluate water governance capacity and performance in Egypt, Jordan, Morocco and Oman. Findings: Egypt and Morocco were more effective in applying good governance and decision-making practices. The provision of basic water and sanitation services to all remains a necessary and urgent task in Kenya, the government of Kenya (GoK) is committed to reducing the backlog in services, in line with the targets set by the MDGs, this specific goal has proved elusive. It’s very evident even in the context of Kenya no one has ever researched on influence of capacity building strategies on governance in the WASH sector. Hence this study seeks to find out the overarching influence of capacity building strategies on governance in the WASH sector a case of KEWASNET’s organizations in Kenya.

STATEMENT OF THE PROBLEM
Evidence points to water and sanitation conditions as perhaps the world’s largest single cause of disease and to improvements in this sector as being critical to sustainable progress across a broad spectrum of development outcomes, including the MDGs and food security. Safe water and improved sanitation provides a basic level of human security that, once reached, enables families and individuals to work to increase their standards of living (Rampa, 2011). Research in the past has emphasized the identification of problems more than the identification of solutions in improving WASH governance. Hence there should be clear shift in emphasis towards solutions-oriented approaches that address the strategic approaches towards improving governance in the WASH sector. Poor performance in the WASH sector is often attributed to lack of capacity. (ECDPM, 2011) research encourages stakeholders to look beyond the formal managerial and systems capacities and identify other factors that drive organization and system behavior (ECDPM, 2011). By this, the researcher intents to stretch further and investigate capacity building strategies implemented by KEWASNET organizations to improve governance in the WASH sector.

(MWNR, 2015) highlighted that good WASH governance is based on principles of good governance which include equity, inclusion, effectiveness, efficiency, participation, rule of law, transparency and accountability which in most cases this principles are missing in the sector. (Okeyo, 2013) investigated how public-private partnership arrangements have performed in the provision of water services in Kenya. He explained the extent to which this increasingly preferred public service delivery approach has improved access to water in terms of coverage, affordability, quality of water and customer service. He analyzed appropriate interventions adopted to enhance the accessibility of water services notably by vulnerable consumers.

(Kelly et al., 2013) articulated that, in resource-poor settings, barriers such as inadequate budgets, lack of oversight, and competing priorities limit effective and sustained WASH service delivery in schools. On the other hand Jimenez and Perez-Foguet (2010) focused on the identification and analysis of key issues that impact the governance of rural water services in sub-Saharan Africa, selected Tanzania as a representative case study. They identified a number of weaknesses that continue to undermine strategies for poverty eradication which include: low quality of water services; lack of sustainability of constructed infrastructure; difficulties for targeting the poor; and inadequate internal information systems. (Onda et al., 2015) points out that there has been poor coordination and failure to work together of development agencies thus leading to duplication and poor governance in the water sector. While (MWNR, 2015) points out
that there is underfunding on the water budgets and resources and there exist a financial gap of Ksh. 1,172 billion that would hinder the sector from achieving vision 2030 goals. Korir (2012) in his study investigates the challenges affecting implementation of water and sanitation projects whereas (Shurie, 2011) studied the factors affecting service delivery among water companies in Kenya.

Whereas the studies from the above local illustrations are less related to the current study, most of the researchers concentrated on the weaknesses, problems and challenges faced in WASH service delivery and implementation of WASH projects none of the studies concentrated on the influence of capacity building strategies adopted to improve governance in the WASH sector. Since failure of capacity building strategy may have far reaching consequences to an organization and more so to a sector, this study therefore aims to investigate the influence of capacity building strategies on governance in the WASH sector a case of KEWASNET organizations in Kenya. Thus the findings shall form part of the portfolio strategies and factors that should be implemented to improve governance in the WASH sector as a whole.

OBJECTIVES OF THE STUDY

1. To assess the influence of training strategies on governance in the WASH sector by KEWASNET’s organizations in Kenya.
2. To examine how management development strategies influence the governance in the WASH sector by KEWASNET’s organizations in Kenya.
3. To explore the extent to which networking strategies influence governance in the WASH sector by KEWASNET’s organizations in Kenya.
4. To establish the influence of knowledge management strategies on governance in the WASH sector by KEWASNET’s organizations in Kenya.

LITERATURE REVIEW

Theoretical Framework

Knowledge-Based Theory of the firm
The knowledge-based theory of the firm considers knowledge as the most strategically significant resource of a firm. Originating from the strategic management literature, this perspective builds upon and extends the resource-based view of the firm (RBV) initially promoted by Penrose (1959) and later expanded by others (Wernerfelt 1984; Barney 1991; Conner 1991). Nonaka (1991) who introduced the idea of a “Knowledge-creating company”. In his argument, a “knowledge-creating company” is defined by its ability to create new knowledge, disseminate the knowledge quickly throughout the organization and embodying the knowledge into technologies and products. Its proponents argue that because knowledge-based resources are usually difficult to imitate and socially complex, heterogeneous knowledge bases and capabilities among firms are the major determinants of sustained competitive advantage and superior corporate performance.

Kirkpatrick's Learning and Training Evaluation Theory
Donald Kirkpatrick first published his Four-Level Training Evaluation Model in 1959, in the US Training and Development Journal. The model was then updated in 1975, and again in 1994,
when he published his best-known work, "Evaluating Training Programs." The four levels of Kirkpatrick's learning and training evaluation theory are the Reaction level, Learning, Behavior and Results levels. The first level, reaction level, measures how the trainees (the people being trained), reacted to the training. It's important to measure reaction; because it helps the trainer understand how well the training was received by the audience. It also helps to improve the training for future trainees, including identifying important areas or topics that were missing from the training. According to Kirkpatrick, at level two, what the trainees have learned is measured by how much their knowledge has increased as a result of the training. At level three, evaluates how far the trainees have changed their behavior, based on the training they received. Specifically, how the participants apply the information learned. At the fourth level, analyzes the final results of the training. This includes outcomes that the organizations have determined to be good for business, good for the employees, or good for the bottom line.

**Experiential Learning Theory**

In 1984, David A. Kolb, published a ground breaking book entitled Experiential Learning: experience as the source of learning and development (Englewood Cliffs, 1984). This theory exposed the principle that a person would learn through discovery and experience. The theory has four stages starting with Concrete Experience, followed by reflective observation followed by abstract conceptualisation and finally active experimentation. The first stage, concrete experience, begins with doing something in which the individual, team or organisation are assigned a task. Key to learning therefore is active involvement. The second stage in the cycle is that of reflective observation. This means taking time-out from "doing" and stepping back from the task and reviewing what has been done and experienced. At this stage lots of questions are asked and communication channels are opened to other members of the team. Abstract Conceptualisation is the process of making sense of what has happened and involves interpreting the events and understanding the relationships between them. The final stage of the learning cycle is when the learner considers how they are going to put what they have learnt into practice. Planning enables taking the new understanding and translates it into predictions as to what will happen next or what actions should be taken to refine or revise the way a task is to be handled. For learning to be useful most people need to place it in a context that is relevant to them. If one cannot see how the learning is useful to one's life then it is likely to be forgotten very quickly.

**Network Theory and Analysis in Organizations**

The idea of social networks and the notions of sociometry and sociograms appeared over 50 years ago. Barnes (1954) is credited with coining the notion of social networks, an outflow of his study of a Norwegian island parish in the early 1950s. Network analysis (social network theory) is the study of how the social structure of relationships around a person, group, or organization affects beliefs or behaviors. Causal pressures are inherent in social structure. Network analysis is a set of methods for detecting and measuring the magnitude of the pressures. The axiom of every network approach is that reality should be primarily conceived and investigated from the view of the properties of relations between and within units instead of the properties of these units themselves. It is a relational approach. In social and communication science these units are social units: individuals, groups/organizations and societies. Rogers (1986) characterizes a communication network as consisting of “interconnected individuals who are linked by patterned communication flows”. A communication network analysis studies “the interpersonal linkages created by the sharing of information in the interpersonal communication structure” (1986), that
is, the network. In general, network analysis focuses on the relationships between people, instead of on characteristics of people.

Conceptual Framework

**Training strategies**
- Workshop Meetings
- Exposure visits

**Management development strategies**
- Mentoring programme
- Coaching programme

**Networking strategies**
- Partnerships
- Relations

**Knowledge Management strategies**
- Management Information systems
- Resource centre

**Governance in the WASH sector**
- Participation
- Equity & Inclusion
- Accountability
- Transparency

**Independent Variables**

**Dependent Variable**

**Figure 1: Conceptual Framework**

**Research Methodology**

The researcher conducted a descriptive case study. The population for the study was the sixty CSOs under KEWASNET membership whereas the target population was eighteen CSOs which according to Mugenda and Mugenda (2005) 30% of the target population is representative enough. Hence the sample frame under the study is the total number of employees in the eighteen (18) CSOs under KEWASNET membership and KEWASNET Secretariat. The total number is 278 employees. The sample size consisted of top level, middle level and low level management from the eighteen sampled CSOs who are involved in strategy formulation, implementation monitoring and evaluation of strategy that will therefore be able to give information and data required for the study.
The researcher used Yamane (1967) formula to determine the sample size as below:

\[ n = \frac{N}{1 + N(e)^2} \]

Where:
- \( n \) = Sample size
- \( N \) = the estimate of population size
- \( e \) = Precision level desired or the significance level which is 0.1 for the study

The substituted values in determining the sample size for a large population are as follows.

\[ n = \frac{278}{1 + 278(0.1)^2} = 73.5 \]

Hence, the sample size for this study was 74 employees.

The study adopted proportionate stratified random sampling technique to come up with the required sample. Data was obtained from primary sources. Primary data was collected using open ended questionnaires. Data collection was carried out by use of open ended questionnaires. The questionnaires were pre-tested on a pilot set of 8 respondents for comprehension, logic and relevance. Data was analyzed by inferential and descriptive statistics. Descriptive statistics, which includes the mean score, standard deviation and frequency distribution, enabled the researcher to meaningfully describe the distribution of measurement. Regression analysis was used for evaluating the multiple independent variables under investigation, correlation model was also used by use of Pearson Product Moment correlation coefficient where the magnitude of the correlation coefficient indicates the strength of the association of the variables under study and ANOVA data analysis models were be used. The entire hypothesis was tested at 95% confidence level. Data was presented in frequency distribution tables showing how often each set of values of the variables in question occurs in the data set which was further illustrated graphically by plotting bar graphs, pie charts and line graphs. The regression took the following form:

\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e \]

Where: \( Y \) = Governance in the WASH sector, \( X_1 \) = Training strategies, \( X_2 \) = Management Development strategies, \( X_3 \) = Networking strategies, \( X_4 \) = Knowledge Management Strategies, \( e \) is the error term, \( \beta_0 \) is the \( Y \)-intercept, \( \beta_{1-4} \) are the coefficients

**RESEARCH FINDINGS AND DISCUSSION**

Descriptive analysis was employed; which included; mean and standard deviation. Inferential statistics such as correlation analysis and regression were also used to test for the relationship of the variables. The data was interpreted on account of concurrence to objectives using computer package; Statistical Package for Social Sciences (SPSS) to communicate the research findings. The analyzed data was presented in percentage tables, pie charts and bar charts; this enhanced easier interpretation and understanding of the research findings.
Response Rate

The number of questionnaires administered was 74. A total of 60 questionnaires were properly filled and returned. This represented an overall successful response rate of 81.10% as shown below. The unsuccessful response rate was 14 questionnaires (18.9%). These questionnaires could not be used for analysis as some were never filled and others were incorrectly filled. This is illustrated on table 4.1 below.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Returned</td>
<td>60</td>
<td>81.10%</td>
</tr>
<tr>
<td>Unreturned</td>
<td>14</td>
<td>18.90%</td>
</tr>
<tr>
<td>Total</td>
<td>74</td>
<td>100%</td>
</tr>
</tbody>
</table>

A response rate of 50% is adequate for a descriptive study. Return rates of 50% are acceptable to be analyzed and published, 60% is good and 70% is very good. Based on these assertions from renowned scholars 81.1% response rate is adequate for the study (Mugenda & Mugenda, 2003; Kothari, 2004).

Results of Pilot Study

Kothari (2008) indicated 0.7 as an acceptable reliability coefficient. Table 4.2 below illustrates the results of the reliability analysis. All items were found to be reliable with Chronbach’s alpha coefficients of greater than 0.7.

Table 4.2: Reliability of the Instruments

<table>
<thead>
<tr>
<th>Construct</th>
<th>Number of Respondents</th>
<th>Number of Items</th>
<th>Cronbach Alpha</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training strategies</td>
<td>8</td>
<td>9</td>
<td>0.87</td>
<td>Reliable</td>
</tr>
<tr>
<td>Management development</td>
<td>8</td>
<td>8</td>
<td>0.85</td>
<td>Reliable</td>
</tr>
<tr>
<td>Networking strategies</td>
<td>8</td>
<td>6</td>
<td>0.81</td>
<td>Reliable</td>
</tr>
</tbody>
</table>
Demographic Characteristics
This section consists of information that describes basic characteristics such as gender of the respondents, their age, level of education, the number of years work experience in the WASH sector and the department they are working in the organization.

Gender
The respondents were asked to indicate their gender. Majority (63.3%) of the respondents were male while (36.7%) of the respondents were female. The study findings may imply that governance in the WASH sector may improve if the gender distribution was kept at or above the constitutional threshold of a third. It may also imply that women are not good in governance. However, further studies may need to be done to validate these views.

![Gender of Respondents](image)

Figure 2: Gender of Respondents

Age
The respondents were asked to indicate their age. Results in figure 2 reveal that 53.4% of the respondents were aged below 35 years, 40% of the respondents were aged between 35-44 years, 3.3% of the respondents were aged between 45-54 years, and 3.3% were aged above 54 years.
This implies that the respondents are mature enough and were able to understand the questionnaire.

Figure 2: Age of Respondents

Level of Education
The respondents were asked to state their levels of education. Results in Figure 3 show that 10% of the respondents had education up to diploma level, 43.3% had attained education up to undergraduate degree, and 43.3% of the respondents had reached the masters level while 3.4% of the respondents had attained PhD level. This implies that the respondents were well educated to understand the contents of the questionnaire. The results may also imply that level of education may have an impact on governance in the WASH sector since the employees are well educated and therefore can understand the concepts related to influence of capacity building strategies on governance in the sector.

Figure 4.3: Level of Education

Experience in the WASH sector
The respondents were asked to state the years of experience in the WASH sector. Results in figure 4 show 40% of the respondents had less than 5 years’ work experience in the WASH sector while 46.7% of the respondents had worked in the sector for 6-10 years. Further, 10% of the respondents had worked in the sector for 11-15 years while the remaining 3.3% of the remaining respondents having above 15 years of work experience in the WASH sector. The level
of their experience may have an impact on their ability to effectively implement capacity building strategies.

![Experience in the WASH sector](image)

**Figure 4: Experience in the WASH sector**

**Department in the organization**
The respondents were asked to indicate the department they are working in the organization. And the results in figure 5 show that 6.7% of the respondents stated that they work in the Administration department, while 13.3% stated that they work in the Finance department, while the majority 73.3% worked in Programmes department and the remaining respondents 6.7% were in Management. This may imply that majority of those who influence governance in the WASH sector are in the programmes department. However, further studies may need to be done to validate these views.

![Department in the organization](image)

**Figure 5: Department in the organization**

**Training strategies and Governance**
The study sought to assess the influence of training strategies on governance in the WASH sector by KEWASNET’s organizations in Kenya. The results are presented in Table 1 as below:
The results are as follows: A majority (76.7%) of the respondents were found to agree that their organizations have crafted training strategies as part of organization overall strategy, while 23.3% were neutral in their opinion. On the question of whether the organization’s training strategies address WASH governance issues, 93.4% representing a majority of the respondents agreed, 3.3% were neutral while 3.3% disagreed. 86.7% of the respondents agreed that there is usually high participation and representation by all WASH actors during training workshops, 10% were neutral while 3.3% disagreed with the statement. Majority (83.4%) respondents agreed that trainings are all inclusive and comprehensive, 13.3% were neutral, while 3.3% disagreed to the statement. On the statement as to whether training directly facilitates transparency in the sector, 80% agreed whereas 20% were neutral. On the question as to whether training strategies positively contribute to improved accountability in the WASH sector 86.7% agreed whereas 13.3% remained neutral. The majority 93.4% of the respondents agreed that training enables CSOs to positively influence legal frameworks in the sector, 3.3% were neutral while another
3.3% disagreed. The question if the training modules are beneficial to all stakeholders in the WASH sector, 86.6% agreed whereas the minority 13.4% remained neutral. Further, 83.4% stated that trainings on WASH governance have created high impact in the sector, 13.3% were neutral whereas 3.3% disagreed. On a five point scale, the average mean of the responses was 4.27 which means that majority of the respondents were agreeing to the statements in the questionnaire.

The standard deviation was 0.778 meaning that the responses were clustered around the mean response. The respondents were further asked how often in their organization they undertook exposure visits to other organizations in the WASH sector, they cited between quarterly - semiannual. The respondents also cited that they take 6-9 months to revisit and modify the training modules so as to suit the participants’ needs. While on the question of the other forms of training strategies that would be appropriate in influencing governance in the WASH sector, Case studies and inter-sectorial exchanges were cited by the respondents. From the above it’s clear that the majority respondents agreed to the statements relating to training strategies, this implies that training strategies have a positive and significant influence on governance in the WASH sector.

These findings complement those of (Berkhof et al., 2011) who identified effective training strategies for teaching communication skills to qualified physicians. The results showed that the best training strategies within the programmes included role-play, feedback, and small group discussions. Hence they concluded that training programmes should include active, practice-oriented strategies while oral presentations on communication skills, modeling, and written information should only be used as supportive strategies.

Management Development strategies and Governance

The study further sought to examine how management development strategies influence governance in the WASH sector by KEWASNET’s organizations in Kenya. The results are presented in table 2.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Mean</th>
<th>Sd. Dvn</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Development strategy in our organization is aligned to the vision and mission of the organization</td>
<td>0.0%</td>
<td>0.0%</td>
<td>3.3%</td>
<td>40.0%</td>
<td>56.7%</td>
<td>4.53</td>
<td>0.57</td>
</tr>
<tr>
<td>Management structure portrays good governance</td>
<td>0.0%</td>
<td>0.0%</td>
<td>6.7%</td>
<td>43.3%</td>
<td>50.0%</td>
<td>4.43</td>
<td>0.63</td>
</tr>
<tr>
<td>Planning and implementation processes &amp; procedures embrace</td>
<td>0.0%</td>
<td>0.0%</td>
<td>6.7%</td>
<td>43.3%</td>
<td>50.0%</td>
<td>4.43</td>
<td>0.63</td>
</tr>
<tr>
<td>Statement</td>
<td>Strongly Disagree</td>
<td>Disagree</td>
<td>Neutral</td>
<td>Agree</td>
<td>Strongly Agree</td>
<td>Mean</td>
<td>Sd. Dvn</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------</td>
<td>-------------------</td>
<td>----------</td>
<td>---------</td>
<td>-------</td>
<td>----------------</td>
<td>------</td>
<td>--------</td>
</tr>
<tr>
<td>good governance</td>
<td>0.0%</td>
<td>0.0%</td>
<td>3.3%</td>
<td>53.3%</td>
<td>43.3%</td>
<td>4.40</td>
<td>0.56</td>
</tr>
<tr>
<td>Professional and competent WASH experts are employed in the organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Policies are available and applied effectively to promote good governance</td>
<td>0.0%</td>
<td>0.0%</td>
<td>20.0%</td>
<td>36.7%</td>
<td>43.3%</td>
<td>4.23</td>
<td>0.77</td>
</tr>
<tr>
<td>Good communication exist in all levels of management</td>
<td></td>
<td></td>
<td>13.3%</td>
<td>43.3%</td>
<td>36.7%</td>
<td>4.10</td>
<td>0.89</td>
</tr>
<tr>
<td>Management encourages employees participation in decision making</td>
<td></td>
<td></td>
<td>26.7%</td>
<td>46.7%</td>
<td>23.3%</td>
<td>3.90</td>
<td>0.80</td>
</tr>
<tr>
<td>Management makes strategic decisions that are in line with the organization strategy plan</td>
<td></td>
<td></td>
<td>6.7%</td>
<td>46.7%</td>
<td>46.7%</td>
<td>4.40</td>
<td>0.62</td>
</tr>
<tr>
<td>Average</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.30</td>
<td>0.68</td>
</tr>
</tbody>
</table>

The results found out that a majority (96.7%) of the respondents agreed that Management Development strategy in their organizations is aligned to the vision and mission of the organization, while 3.3% were neutral. On the statement asked as to whether Management structure portrays good governance, 93.3% were in agreement while 6.7% remained neutral. 93.3% agreed that planning and implementation processes & procedures embrace good governance principles whereas 6.7% were neutral. Further, 96.7% agreed that professional and competent WASH experts are employed in their organizations while 3.3% remained neutral. The question as to whether policies are available and applied effectively to promote good governance in their organizations 80% agreed while 20% were neutral. 80% agreed that good communication exist in all levels of management, 13.3% were neutral while 6.7% disagreed. In addition, 70% of respondents agreed that the organization management team encourages employees participation in decision making, 26.7% were neutral whereas 3.3% disagreed.

The majority 93.4% of respondents stated that they agreed that management makes strategic decisions that are in line with the organization strategy plan while the rest 6.7% were neutral. On a five point scale, the average mean of the responses was 4.3 which means that majority of the respondents were agreeing to the statements in the questionnaire. The standard deviation was 0.68 meaning that the responses were clustered around the mean response. The respondents also stated that their organizations did not have operational Mentorship and Coaching programmes. On the question which the respondents were further asked of other forms of management development strategies which would be appropriate in influencing governance in the WASH sector. Research and evidence based planning, business planning approaches, continuous monitoring and learning initiatives were cited by the respondents. From the above it’s clear that the majority respondents agreed to the statements relating to management development strategies, this implies that management development strategies have a positive and significant influence on governance in the WASH sector.
These findings corroborate with those of (Straith et al., 2014) who stated that sustainable water resource management (WRM) was failing to be fully implemented in Canada due to, among other things, cultural and structural inhibiting factors. They continued to state that there was a need for water professionals to develop their understanding of the ways in which cultural and structural barriers within prominent water resource management institutions could be broken down and/or navigated so that climate change and sustainability challenges can be more appropriately addressed. Their study explored, for the first time in Canada, champion leadership approaches by interviewing champions in the Canadian water sector, with a focus on behavioral attributes, strategies and contextual factors. The findings revealed the significance of both formal and informal relationships, passion in communication, respectful and humble networking and work relations alongside necessary risk taking as key behavioral strategies for Canadian water champions. They concluded that water professionals who have a better understanding of the champion experience in Canada would be in a better position to contribute to a more effective implementation of sustainable WRM in Canada.

**Networking Strategies and Governance**

The study also sought to explore to what extent networking strategies influence governance in the WASH sector by KEWASNET’s organizations in Kenya. The results are presented in table 3.

### Table 3: Networking strategies and Governance

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Mean</th>
<th>Sd. Dvn</th>
</tr>
</thead>
<tbody>
<tr>
<td>My organization has a networking and collaboration strategy/policy</td>
<td>3.3%</td>
<td>3.3%</td>
<td>26.7%</td>
<td>33.3%</td>
<td>33.3%</td>
<td>3.87</td>
<td>1.14</td>
</tr>
<tr>
<td>The partnerships and good relations with other WASH actors has promoted good governance</td>
<td>0.0%</td>
<td>6.7%</td>
<td>13.3%</td>
<td>30.0%</td>
<td>50.0%</td>
<td>4.37</td>
<td>0.77</td>
</tr>
<tr>
<td>The networking strategy is effectively used to promote good governance</td>
<td>0.0%</td>
<td>0.0%</td>
<td>16.7%</td>
<td>30.0%</td>
<td>53.3%</td>
<td>4.10</td>
<td>1.32</td>
</tr>
<tr>
<td>My organization promotes local, national and international WASH networks</td>
<td>0.0%</td>
<td>0.0%</td>
<td>10.0%</td>
<td>33.3%</td>
<td>56.7%</td>
<td>4.47</td>
<td>0.68</td>
</tr>
<tr>
<td>Networking and collaboration initiatives is WASH membership inclusive</td>
<td>0.0%</td>
<td>0.0%</td>
<td>23.3%</td>
<td>46.7%</td>
<td>30.0%</td>
<td>4.07</td>
<td>0.74</td>
</tr>
<tr>
<td>WASH network members are actively involved/ participate in advocacy forums that seek to promote good governance</td>
<td>0.0%</td>
<td>3.3%</td>
<td>16.7%</td>
<td>36.7%</td>
<td>43.3%</td>
<td>4.20</td>
<td>0.85</td>
</tr>
</tbody>
</table>

The results showed that on the question of whether the organization has a networking and collaboration strategy/policy, the majority 66.7% agreed, 26.7% remained neutral while 6.6% disagreed. Further, the question of whether partnerships and good relations with other WASH actors has promoted good governance 80% agreed, 13.3% were neutral while 6.7% disagreed. 83.3% agreed that networking strategy is effectively used to promote good governance, while
16.7% were neutral. The question of whether their organizations promotes local, national and international WASH networks, 90% agreed whereas 10% were neutral. Further, 76.7% agreed that Networking and collaboration initiatives are WASH membership inclusive while 23.3% were neutral. Again, the question of whether WASH network members are actively involved/participate in advocacy forums that seek to promote good governance 80% agreed, 16.7% were neutral while 3.3% disagreed. On a five point scale, the average mean of the responses was 4.18 which means that majority of the respondents were agreeing to the statements in the questionnaire.

The standard deviation was 0.92 meaning that the responses were clustered around the mean response. The respondents were further asked to identify other forms of networking strategies that would be appropriate for improving governance in the WASH sector, the respondents cited development of communities of practice. From the above it’s clear that the majority respondents agreed to the statements relating to networking strategies, this implies that networking strategies have a positive and significant influence on governance in the WASH sector.

The study support the findings by (Margerum et al., 2014) who highlighted that collaborative partnerships were being used around the world to address complex water problems and integrate diverse government and non-government perspectives. Further suggested that addressing the challenges was important for delivering sustainable water management approaches. The study concurs with that of (Onda et al., 2015) who pointed out that there had been poor coordination and networking and failure to work together of development agencies thus leading to duplication and poor governance in the water sector. The study findings further agree with those of (Stein et al., 2011) who pointed out the effects of collaborative social network in the water sector in Tanzania. Further, the study validates the findings of (Robinson et al., 2011) that held that multi-level, networked participation is a vital component in building social–ecological resilience and the capacity to adapt to environmental change. They outlined the ways in which multi-level participation contributes to adaptive capacity and, in so doing, takes a step toward articulating a theory of participation based on resilience thinking.

**Knowledge Management Strategies**

The study also sought to establish the influence of knowledge management strategies on governance in the WASH sector by KEWASNET’s organizations in Kenya. The results are presented in table 4.

**Table 4: Knowledge Management Strategies and Governance**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Mean</th>
<th>Sd. Dvn</th>
</tr>
</thead>
<tbody>
<tr>
<td>My organization has a Knowledge management strategy</td>
<td>6.6%</td>
<td>10.0%</td>
<td>30.0%</td>
<td>16.7%</td>
<td>36.7%</td>
<td>3.67</td>
<td>1.27</td>
</tr>
<tr>
<td>My organization has a resource center stocked with WASH governance materials</td>
<td>10.0%</td>
<td>13.3%</td>
<td>30.0%</td>
<td>26.7%</td>
<td>20.0%</td>
<td>3.33</td>
<td>1.24</td>
</tr>
<tr>
<td>The resource center is accessible by a majority of WASH stakeholders</td>
<td>10.0%</td>
<td>10.0%</td>
<td>26.7%</td>
<td>20.0%</td>
<td>33.3%</td>
<td>3.57</td>
<td>1.33</td>
</tr>
</tbody>
</table>
There exist a strong information management system (MIS) 10.0% 20.0% 36.7% 23.3% 10.0% 3.03 1.13
Reporting is regularly done and disseminated 3.3% 3.3% 33.3% 33.3% 26.7% 3.77 1.01
A staff is assigned to manage the unit 13.3% 10.0% 20.0% 23.3% 33.3% 3.53 1.41
Average 3.48 1.23

The results indicated that on the question of whether their organization has a Knowledge management strategy 53.4% agreed, 30% were neutral whole 16.6% disagreed. The question of whether the organization has a resource center stocked with WASH governance materials the majority 46.7% agreed, 30% were neutral while 23.3% disagreed. Further, 53.3% agreed that the resource center is accessible by a majority of WASH stakeholders, 26.7% were neutral while 20% disagreed to the statement.

The question as to whether their organization has a strong information management system (MIS) 33.3% agreed, 36.7% were neutral while 30% disagreed. 60% of the respondents agreed that reporting is regularly done and disseminated in their organization, 33.3% were neutral while 6.7% disagreed. Further, 56.7% agreed that a staff is assigned to manage the unit, 20% were neutral to the statement while 23.3% disagreed. On a five point scale, the average mean of the responses was 3.48 which means that majority of the respondents were neutral to the statements in the questionnaire. The standard deviation was 1.23 meaning that the responses were clustered around the mean response. The respondents were further asked to identify other forms of knowledge management strategies which would be appropriate in improving governance in the WASH sector. The respondents cited knowledge sink approach, where individuals/institutions are required to continually provide responses to knowledge demands/requests. From the above it’s clear that the majority respondents agreed to the statements relating to knowledge management strategies, this implies that knowledge management strategies have a positive and significant influence on governance in the WASH sector.

The study validate the findings of (Steward, 2010) who studied the Web-Based Knowledge Management System (WBKMS) and made a proposition that integrates smart metering, end-use water consumption data, wireless communication networks and information management systems in order to provide real-time information on how, when and where water is being consumed for the consumer and utility. The study is in line with those of (Zheng et al., 2010) who examined the possible mediating role of knowledge management in the relationship between organizational culture, structure, strategy, and organizational effectiveness. A survey was conducted of 301 organizations. The results suggest that knowledge management fully mediates the impact of organizational culture on organizational effectiveness, and partially mediates the impact of organizational structure and strategy on organizational effectiveness. The findings carry theoretical implications for knowledge management literature as they extend the scope of research on knowledge management from examining a set of independent management practices to examining a system-wide mechanism that connects internal resources and competitive advantage.

The study complement that of (Skok & Tahir, 2010) who investigated the issue of knowledge sharing and knowledge management (KM) in an Arab context, by identifying the main issues and obstacles which arise as a result of the Arab culture. This study concurs with Ahmed and Daghfous (2010) who analyzed the business sector in the United Arab Emirates (UAE) based on
their level of involvement in knowledge-sharing activities with external sources, internal organizational innovations, and the barriers and benefits of joining knowledge networks. They found that the concept of management (knowledge KM) is still not well received in this region. Most of the companies interviewed were concerned about confidentiality of their knowledge, and the presence of competent and trustworthy partners in such KM structures.

**Governance in the WASH sector**

The study investigated the dependent variable which was governance in the WASH sector. The results are presented in table 5.

**Table 5: Governance in the WASH sector**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Mean</th>
<th>Sd. Dvn</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is high level of transparency in the organization</td>
<td>0.0%</td>
<td>13.3%</td>
<td>0.0%</td>
<td>40.0%</td>
<td>46.7%</td>
<td>4.33</td>
<td>0.71</td>
</tr>
<tr>
<td>Strategy plan formulation is participatory done by all staff</td>
<td>0.0%</td>
<td>3.3%</td>
<td>20.0%</td>
<td>30.0%</td>
<td>46.7%</td>
<td>4.13</td>
<td>1.11</td>
</tr>
<tr>
<td>The organization is gender sensitive, equal opportunity employer.</td>
<td>0.0%</td>
<td>0.0%</td>
<td>3.3%</td>
<td>23.3%</td>
<td>73.3%</td>
<td>4.7</td>
<td>0.54</td>
</tr>
<tr>
<td>Resources are equitably distributed to members and staff</td>
<td>0.0%</td>
<td>0.0%</td>
<td>20.0%</td>
<td>56.7%</td>
<td>23.3%</td>
<td>4.03</td>
<td>0.67</td>
</tr>
<tr>
<td>Accountability is one of the core values emphasized</td>
<td>0.0%</td>
<td>0.0%</td>
<td>6.7%</td>
<td>40.0%</td>
<td>53.3%</td>
<td>4.47</td>
<td>0.63</td>
</tr>
<tr>
<td>My organization includes all without side-lining the marginalized in the</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>50.0%</td>
<td>50.0%</td>
<td>4.23</td>
<td>1.04</td>
</tr>
<tr>
<td>capacity building forums</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>4.32</strong></td>
<td></td>
<td><strong>0.78</strong></td>
</tr>
</tbody>
</table>

The results indicated that on the question of whether there is high level of transparency in the organization 86.7% agreed, while 13.3% disagreed. The question of whether strategy plan formulation is participatory done by all staff 76.7% agreed, 20% were neutral while 3.3% disagreed. Further, 96.6% agreed that their organization is gender sensitive, equal opportunity employer while 3.3% were neutral on the statement. The question as to whether resources are equitably distributed to members and staff 80% agreed, while 20% were neutral. 93.3% of the respondents agreed that accountability is one of the core values emphasized in their organization, 6.7% were neutral. Further, all respondent 100% agreed that their organizations includes all without sideling the marginalized in the capacity building forums. On a five point scale, the average mean of the responses was 4.32 which means that majority of the respondents were agreeing to the statements in the questionnaire.
The standard deviation was 0.78 meaning that the responses were clustered around the mean response. The respondents were further queried on other elements of good governance that they would recommend to be emphasized during capacity building in the WASH sector; they cited Leadership, Integrity and Ethics. The study supplements the study done by (WaterAid, 2011) whose recent studies demonstrated that there is a direct correlation between the countries most lacking water services and those with the weakest governance. Improving governance in the water sector is therefore not only about government systems and services delivery; it encompasses a much broader range of factors, including engaging Civil Society, non-state agents and their relationship to government. Sustainable services are not achieved without involvement of other stakeholders and particularly water users in the development of the policies and laws for sector development.

4.10 Inferential Statistics

After operationalizing the dependent and independent variables, quantitative data on each was collected and analyzed. The data was then subjected to quantitative analysis. This included inferential analysis to generate correlation results, model of fitness, and analysis of the variance and regression coefficients.

Correlation Analysis

The study sought to find out the relationship between the independent and dependent variables and utilized the Pearson’s Correlation co-efficient. Correlation analysis was carried out in order to determine the strength and direction of the relationship between the dependent and independent variables. The Table 4.8 presents the results of the correlation analysis.

<table>
<thead>
<tr>
<th>Table 6: Correlation Matrix</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance in the WASH sector</td>
</tr>
<tr>
<td>Pearson Correlation (2-tailed)</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
</tr>
</tbody>
</table>

The results presented in the Table 6 above shows that training strategies and governance in the WASH sector are positively and significantly related (r=0.382, p=0.027). The table further indicates that management development strategies and governance in the WASH sector are positively and significantly related (r= 0.455, p=0.001). It was further established that networking strategies and governance in the WASH sector are positively and significantly related (r=0.471, p=0.000). Finally, results showed that knowledge management strategies were positively and significantly related to governance in the WASH sector (r=0.370, p=0.031). All the independent values as identified have a significant positive relationship on governance in the
WASH sector. The Pearson’s co-efficient correlation is significant as indicated by the P-value at 95% level of confidence.

**Regression Analysis**
Regression analysis considers the nature and form of a relationship between any two or more variables. Regression analysis was carried out on the data to indicate the direction and strength of the relationship between the dependent and independent variables. The results presented in table 7 present the model summary used of the regression model in explaining the governance in the WASH sector.

**Table 7: Model Summary**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>.481</td>
<td>.231</td>
<td>0.108</td>
<td>.37056</td>
</tr>
</tbody>
</table>

The independent variables (Training strategies, management development, networking strategies and knowledge management strategies) were found to explain 23.1% of the variations in governance in the WASH sector. This is supported by coefficient of determination also known as the R square of 0.231. The coefficient of determination measures the proportion of the total variation in the dependent variable explained by the regression model. This results further mean that the model applied to link the relationship of the variables was satisfactory. The regression model in Table 8 shows the ANOVA results.

**Table 8: Analysis of Variance**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANOVA</td>
<td>Regression</td>
<td>14</td>
<td>.258</td>
<td>1.877</td>
<td>.014</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>45</td>
<td>.137</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>59</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 8 above shows that variations in governance in the WASH sector can be explained by the model to the extent of 1.031 out of 4.464 or 23.1% while other variables not captured by this model can explain of the 76.9% (3.433 out of 4.464) of the variations in performance. The F value of the model produces a p-value of 0.014 which is significantly the same as zero. A p-value of 0.014 is less than the set level of significance of 0.05 for a normally distributed data. This means that the model is highly significant in explaining governance in the WASH sector. The model of the study is further explained on table 9 below:

**Table 9: Regression Analysis**

<table>
<thead>
<tr>
<th>Model</th>
<th>β</th>
<th>Std. Error</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>2.777</td>
<td>0.961</td>
<td>2.889</td>
<td>0.008</td>
</tr>
<tr>
<td>Training strategies</td>
<td>0.248</td>
<td>0.056</td>
<td>2.544</td>
<td>0.012</td>
</tr>
</tbody>
</table>
The optimal model for the study is:

\[
\text{Governance in the WASH sector} = 2.777 + 0.248 \text{Training strategies} + 0.313 \text{Management Development strategies} + 0.270 \text{Networking strategies} + 0.202 \text{Knowledge Management strategies}
\]

In testing the significance of training strategies in the relationship, it depicts p-value of 0.012, making it much statistically significant. It has a regression coefficient of 0.248, a strong positive relationship. A unit change in training strategies results to 24.8% changes in governance in WASH sector by KEWASNET. In testing the significance of management development in the relationship, it depicts p-value of 0.007, making it statistically significant. It has a regression coefficient of 0.313, a strong positive relationship. A unit change on the management development strategies results to 31.3% changes in governance by KEWASNET organizations.

A p-value of 0.004 explains that the regression coefficient corresponding to networking strategies is statistically significant. A regression coefficient of 0.270 implies that a unit change in networking improves governance in the WASH sector by 27%. A p-value of 0.028 explains that the regression coefficient corresponding to knowledge management strategies is statistically significant in explaining influence of governance by KEWASNET. A regression coefficient of 0.202 implies that unit change in knowledge management strategies results to 20.2% change in governance in the WASH sector by KEWASNET organizations.

**Conclusion**

Based on the study findings, the study concluded that adoption of training strategies, management development strategies, networking strategies and knowledge management strategies by KEWASNET have a positive and significance influence on governance in the WASH sector in Kenya. This conclusion was arrived at by observing all the various constructs of the variables conclusively. This was also concluded from findings at the regression analysis and by testing the significance of training strategies, management development strategies, networking strategies and knowledge management strategies which depicted p-value which was statistically significant.

**Recommendations**

**Training strategies and governance**

The study recommends that training strategy should be crafted as part of organizational overall strategy which was lacking in some organizations during the study. It further recommends that the Four-Level Training Evaluation Model (Reaction level, learning behaviour, and results levels) as proposed in the Kirkpatrick's learning and training evaluation theory to be taken to consideration during training so as to test the efficiency imparted in trainings. To scholars, this study recommends that there is need to validate the findings of the current study through further studies.
Management development strategies and governance
The study recommends that coaching and mentorship programmes to put in place in organizations. This was evident when all respondents said that they did not have such programmes operating in the organization. The study further recommends that the Management team to periodically hold learning forums with other employees to expound further and into deeper detail what all the strategies that had been crated in the organizational overall strategy entail. This way all staff would be conversant with what the strategies entail and hence they would be rolled over to others well during coaching and mentoring programmes.

Networking strategies and governance
The study recommends that networking and collaboration strategy to be formulated, communicated and implemented as well. This was evidenced during the study where a significant number of the respondents said they didn’t have such a strategy in their organization. The study further recommends formation of new strategic partners with development and promotion of communities of practice. This would take networking to another higher level.

Knowledge management strategies and governance
Since knowledge is considered as the most strategically significant resource of a firm, as a valuable resource and potential source of capabilities and competencies for innovations and new product development and one of the major determinants of sustained competitive advantage and superior corporate performance, the study recommends that strong Management Information systems (MIS) and resource centers are taken highly into consideration and are implemented with periodic upgrades so as to be agile enough with the changing global trends. This can also be done through capturing, developing, sharing, and effectively using organizational knowledge, identifying and leveraging the collective knowledge in an organization to help the organizations to sustain competitive advantage and superior corporate performance.

Recommendations for further research
There are many other factors that affect governance in the WASH sector. From this study, looking at the variables collectively, it was evident the co-efficient of determination showed that training strategies, management development strategies, networking strategies and knowledge management strategies contributed to a positive and significant level of governance in the WASH sector as adopted by KEWASNET organizations. The other factors account for the remaining variance of the percentage level. Therefore other studies should be considered to understand and evaluate these factors.
The study confined itself to the Kenya Water and Sanitation Civil Society Network members in Kenya. The study therefore recommends a similar study to be done in other civil society organizations that are not KEWASNET members and other WASH sector actors/organizations to establish whether there is consistency among the findings.

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