

Influence of Strategic Social Marketing on Efficiency of Community Based HIV and AIDS Organizations in Nairobi County, Kenya

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Abstract: *To manage, minimize and eliminate the challenges facing contemporary societies in the 21st century a multi-sectoral approach is required. For this to bear fruits all stakeholders must play their role as individual, communities, community based organizations (CBOs) among others. To contribute to the achievement of its objectives and social objectives, every organization has to employ strategies or approaches that enhance their performance. In line with this, many civil society organizations (CSOs) including CBOs have been applying Strategic Social Marketing approach to achieve their objectives. Although this approach has been in existence for a decade, there is an apparent lack of substantial empirical evidence on the impact of strategic social marketing on efficiency of community based organizations in the African context particularly in Kenya. This study investigated effect of strategic social marketing on efficiency of Community Based HIV and AIDS organizations (CBOs) in Nairobi County, Kenya. The study was guided by positivistic research philosophy. A cross-sectional survey research design was employed. The population of the CBOs comprised 350 organizations and area sampling technique was used. A sample of 183 CBOs was used in this study from eight constituencies which were proportionately represented. Random sampling was used to select sample elements. Descriptive statistics were used to profile characteristics of the surveyed organizations and the respondents. Correlation and multiple regression analyses were used to evaluate the relationships between strategic social marketing and efficiency as well as to assess its effect.*

Keywords: *Strategic social marketing, Efficiency, Community-based organizations*

1. INTRODUCTION

As contemporary societies continue to face social and economic challenges in the 21st century arising from social and health issues such as HIV and AIDS (Andreasen, 1995; WHO, 2008), stakeholders are seeking more efficient and effective strategies that can help communities and countries to minimize or eliminate these problems. One such strategy that is gaining popularity is social marketing. Social marketing is a consumer-centered and research driven approach to promote voluntary behaviour change in a priority population (Grier & Bryant, 2005). This focus on the consumer involves in-depth research to inform programme design and constant re-evaluation of every aspect of the programme during implementation (Weinreich, 2010). Social marketing seeks to influence social behaviours that benefit target audience and the general society not the marketer (French and Blair-Stevens, 2007).

Social marketing draws from theories and techniques used in commercial marketing especially consumer behaviour models and exchange theory which emphasize constant research to understand consumer needs. Application of social marketing to tackle social problems is also supported by other behavioural and social marketing theories such as Integrated Theory Framework (ITF) and Social Network Theory which emphasize environmental consideration during programme design and implementation as well as participation and support of all those involved (Levebvre, 2000; French, Blair-Stevens, McVey and Merrit, 2011).

There has been considerable interest in the use of Social Marketing approach to deal with the social and economic impacts arising from HIV and AIDS. As such, substantial literature exist detailing implementation of such social marketing programmes (Price, 2001; Serrat, 2010). However, a major part of the literature indicates that social marketing has been examined as a campaign tool meant to educate the community and facilitate successful implementation of a specific health or environmental communication programmes (French et al., 2011). In addition, a majority of social marketing programmes continue to be developed from individual models of change that constrain ability to design community-level interventions (Lefebvre, 2011) even though the impacts affect the society as a whole.

To deal with some of these limitations, French et al. (2011) propose Social Marketing to be applied from strategic orientation which allows a link between policy, strategy, implementation and community participation. Strategic Social Marketing helps to engage individuals and communities in social change; linking policy to the very people it aims to reach. This viewpoint is supported by social network, exchange, community organization, and integrated framework theories which emphasize research, environmental analysis, community participation and implementation of interventions preferred by the target group. These theories indicate that there should be a link between Strategic Social Marketing, Operating Environment and Performance of implementing organizations.

Kenya's multisectoral approach to achieve Vision 2030 has emphasized the role of Community Based Organizations (CBOs) in lowering HIV and AIDS prevalence rate that is estimated at 6.3% and to mitigate social and economic impacts of HIV and AIDS pandemic. HIV and AIDS often leads to deaths, which erode human capital, and excessive spending on treatment and care for the infected and the affected resulting in reduced savings and investment. To business enterprises, HIV related illnesses and deaths of employees' increases expenditures emanating from increased health care costs, burial fees, training and recruitment of replacement personnel. CBOs have been on the frontline to deal with the pandemic by increasing treatment access to the infected, home based care, education and supporting the affected through income generating activities which enable them to provide quality life to those infected (GOK, 2010; UNAIDS, 2010). However, efficiency of CBOs' operations in Kenya remains wanting due to limitations such as finance, constraints of the environment and lack of management and technical expertise. This study aimed at assessing the extent to which the application of Strategic Social Marketing is perceived to facilitate CBO's to efficiently manage the social and economic impacts of HIV and AIDS in Nairobi, Kenya.

1.1. Strategic Social Marketing

Social marketing is the systematic application of commercial marketing principles to the design and implementation of programmes that influence acceptability of social ideas and promote voluntary behaviour change meant to benefit individuals and the wider society (Kotler and Zaltman, 1971; Andreasen, 1994; Grier and Bryant, 2005; Weinreich, 2011). Emphasis is placed on understanding consumer needs, interests and motivations in order to develop a mutually beneficial exchange. Knowledge gained through consumer and market research is used to develop a marketing plan that reflects the 8Ps of social marketing namely the product, price, place, promotion, partnership, purse strings, publics and policy (Thackeray, Neiger & Hanson, 2003).

Strategic social marketing is the use of marketing techniques to achieve social objectives by incorporating policy, strategy design and implementation of programmes that target one or more groups of potential adopters (French et al, 2011). It is an elaborate and systematic plan of action that seeks to influence social behaviours meant to benefit the target audience and the general society. It emphasizes use of consumer-based research for planning, systematic targeting and segmentation; structuring; implementation; monitoring and evaluation for programme effectiveness. Strategic social marketing seeks to examine all potential interventional options and evaluate them based on what the customer insight indicates would be most beneficial and effective (Kotler and Roberto, 1989; Dearing et al., 1996; Grier and Bryant, 2005; French et al, 2011).

According to Andreasen and Kotler (2007), social marketing comprise any planned effort to influence any human behaviour where the change agents' motives are, on balance, more selfless than selfish. It includes efforts ranging all the way from personal and relatively trivial, such as a

parent's attempt to get a teenager to clean up his or her room. Andreasen (2005) proposed three levels of social marketing practice: downstream, mid-stream, and upstream social marketing. Most social marketing research and application has been focused on downstream strategies to influence the behaviour of the target market, for example, smokers. The second level focuses on influencing the peers of the target market. The peers include friends, relatives, acquaintances, and role models who might bring a positive influence on an individual or group. The third level focuses on organisations and institutions that play an important role in supporting an undesirable behaviour or that can play some positive role in supporting the desirable behaviour. In the case of obesity, for example, the soft drink and fast food industries sell products that promote the undesirable behavior leading to obesity while public health departments and regulatory agencies exist to support desirable behaviours. Social marketers have neglected mid-stream and upstream social marketing (Andreasen, 2005).

On the contrary, French et al., (2011) identified two levels of social marketing namely, strategic social marketing and operational social marketing. At operational level, social marketing is undertaken as a planned process that is worked through systematically to achieve specific behavioural goals. At strategic level, social marketing concepts and principles are used to inform and enhance policy formulation and modification, strategy development and implementation. Strategic social marketing ensure a strong customer focus to directly inform identification and selection of appropriate interventions).Implementation of both strategic and operational social marketing revolves around the social marketing mix (8P's) namely: social products, price, place, promotion, publics, partnerships, purse strings and policy

A review report on the effectiveness of social marketing initiatives designed to promote condom use among poor and vulnerable groups indicated that such initiatives had reached some success in addressing social and regulatory constraints to access (Price, 2001). Evidence from experiences of those attempting to undertake social marketing based interventions broadly suggests that it is possible to successfully complete isolated "one-off" projects (Stead et al., 2007b) and various resources that take practitioners through broad processes of initial preparation, planning, implementation and evaluation have been proposed to guide and support such work.

Use of social marketing was found to increase fruit and vegetable consumption, promote breastfeeding and physical activity, and decrease fat consumption among U.S.A citizens. Local communities in Texas successfully used social marketing to encourage citizens to seek prenatal care, low cost mammograms and increase utilization of the Supplemental Food and Nutrition Programme for Women, Infants, and Children (WIC) (Grier & Bryant, 2005). Sources from PSI (2009) indicate that social marketing has become an effective way of motivating low-income and high-risk people to adopt healthy behaviour and use of health products and services. However, another review of social marketing on nutrition and physical activity interventions found that, although social marketing had been effective in altering some behaviour, its overall effects were limited (Alcalay & Bell, 2000 as cited by Stead et al., 2007).

1.2. Organizational Efficiency

Organizational efficiency is an organizational performance indicator. Scholars in the area of organizational performance apply various theories and models to describe performance. Sink and Tuttle Model (1989) cites organization performance as a complex interrelationship between effectiveness, efficiency, quality, and productivity, quality of work life, innovation and profitability. Kaplan and Norton (1996) Balanced Scored Card proposes performance measurement to include both financial and non-financial measures such as customer satisfaction and retention.

Performance of nonprofit organizations such as CBOs may be conducted at the overall organizational level, individual programme level and impact on the community. Logic models are a management tool widely used in the nonprofit sector in programme evaluation. They are created for specific programmes to link specific, measurable inputs to specific, measurable impacts (McLaughlin & Jordan, 2010). Typically, logic models specify how programme inputs, such as money and staff time, will be used to produce activities and outputs, which in turn lead to impacts. Organizational efficiency is the optimal transformation (activities) of inputs into outputs.

It focuses on rational use of resources at tactical level, meeting timelines and emphasizes least costs and maximum results (UNDP, 2010). Organizational efficiency is a ratio that reflects a comparison of outputs accomplished to the costs incurred for accomplishing these goals. There are two aspects of efficiency. The first is the units of production or services that relate to the organizational purpose, and the second is how much it costs to produce those goods and services (Barker, 1995). Efficiency is generally measured as the ratio of outputs to inputs. This implies that to attain efficiency, an organization must ensure that maximum outputs are obtained from the resources it devotes to a program, operation or department (Tavenas, 1992). Conversely, efficiency is achieved when the minimum level of resources is used to produce the target output or to achieve the objectives of a program, operation or department.

1.3. Community Based HIV and AIDS Organizations in Nairobi County, Kenya

Community-based organizations refer to voluntary and autonomous local self-help organizations with established rules and procedures of operation, which are endogenous to a community. They are formed to address needs of the community (Chitere, 1994; Malena, 1995). In Kenya, CBOs can broadly be divided into income generating or welfare groups whose main aim is to engage in wealth creation activities; and programme oriented organizations set to implement programmes in health, agriculture, and environmental conservation among others (Wanyama, 2001; Odindo, 2009).

Community based HIV and AIDS organizations are programme-oriented organizations, set up to implement health programmes in HIV and AIDS such as prevention and home based care at community level (Odindo, 2009). In Nairobi, at the time of this study, there were 350 CBOs registered by National AIDS Control Council and which were actively involved in implementing HIV and AIDS programmes. These were distributed across the eight constituencies which formed Nairobi County then, including Dagoretti, Embakasi, Kamukunji, Kasarani, Langata, Makadara, Strarehe and Westlands (NACC, 2013).

2. METHODS

The study adopted a descriptive cross-sectional survey design. Zikmund (2003) posits that surveys provide a quick and accurate means of accessing information on a population at a single point in time. A descriptive cross-sectional survey collects data to make inferences about a population of interest (universe); this information provides snapshots of the populations' from which researchers gather data. A survey assists the researcher to establish whether significant associations among variables exist at one point in time, depending on the resources available and the target population (Owen, 2002). A descriptive cross-sectional survey affords the opportunity to capture a population's characteristics and test hypotheses quantitatively and qualitatively. Consequently, the researcher has no control on the variables thus could not manipulate them making is appropriate compared to other research designs such as experimental research design.

The sample of this study was 183 CBOs which was selected based on area and random sampling techniques. The respondents comprised Chief Executive Officers (CEOs), Chairpersons and Directors, or those familiar with the HIV and AIDS activities within their organization. The population consisted of 350 CBOs operating in Nairobi County in Kenya identified from a list of active CBOs provided by the National Aids Control Council (NACC) based on each organization's return of Community Based Program Activity Reports (COBPAP) to NACC offices. Data were collected using both semi-structured questionnaires and interviews. To enhance the response rate and the quality of data collected, the authors contacted NACC headquarters for official communication to Constituency Aids Committee (CAC) officials. Following this, two research assistants were trained and 163 usable questionnaires were received yielding a response rate of 89%.

The study used a four-step measure of reliability. First, those items that been tested for reliability by other researchers were adopted. Second, the researcher used the most common measure of internal consistency known as Cronbach's Alpha. It indicates extent to which a set of items can be treated as measuring a single latent variable. All items with a reliability value of 0.7 or higher were used in the analysis as they indicate higher reliability of the instrument (Nunnally & Bernstein, 1994; Polgar & Thomas, 2008). Third, the questionnaire was pre-tested with a sample of respondent in the CBOs similar to the sample used in the study. This was done to anticipate

any problems of comprehension or other sources of confusion (Walliman, 2011). Pretesting evaluated whether each question measured what it was supposed to measure; if all the respondents interpreted the questions the same way; and whether all the response choices were relevant. In addition, pilot study tested for question variation, meaning, difficulty and respondent interest and attention. It also aimed at testing reliability, that is, to assess whether respondents answered the same question in the same way each time. Final revisions were made on the questionnaire using the information obtained from the pilot study. Fourth, Principal Component Analysis (PCA), a confirmatory data reduction procedure with Varimax rotation was used to confirm the underlying dimensions/drivers of the predictor variables. PCA allows reduction of a larger set of variables into a smaller set of variables called principal components. It also establishes the linear components that exist within the data and how particular factors contribute to the component. PCA also establishes the specific variables that measure the variables of the study, avoiding highly correlated variables, thereby increasing research instrument's reliability. Varimax rotation was applied as it attempts to maximize the dispersion of loadings within the components and tries to load a smaller number of variables highly onto each factor (Field, 2006). Only items with Eigen values greater than 1.0 and loadings greater than 0.5 were extracted (Kaiser, 1974). Keiser-Meer-Oklin (KMO) and Bartlett's test of sampling adequacy were also computed for all study variables.

Content validity was used to examine whether the content of the research instrument covers representative sample of the construct domain to be measured. An instrument has content validity if it contains a representative sample of the universe of subject matter of interest (Cooper & Schindler, 2003). A rational analysis of the instrument was done by four (4) raters who were familiar with the constructs of interest. They recommended changes which were thereafter incorporated in the final instrument. Construct validity was assessed through convergent validity tests. Convergent validity refers to the degree to which the scale correlates in the same direction (converges) with other measures of the same construct implying that the items exhibit homogeneity within the same construct. Items are only valid when they demonstrate high item to total correlations, high loadings on the intended factors (above 0.60), and with no substantial cross-loadings (Hair, Anderson, Tatham & Black, 1998; Zikmund, 2003). Face validity was also applied to determine if the instrument would measure what it was supposed to measure as recommended by Anastasi and Urbina (1997). Multicollinearity (the linear inter correlation among variables) in the study was tested using Variance Inflation Factor (VIF). This shows the levels of correlation between independent variables. Data were analyzed using correlations and regression analysis methods.

3. RESULTS AND DISCUSSION

3.1. Descriptive Statistics

The Cronbach's Alpha reliability coefficients indicated high levels of reliability of the instrument with the values ranging from 0.8877 (Efficiency) to 0.9615 (strategic social marketing). These values are above the acceptable minimum value of 0.50 (Cronbach, 1951) and above the recommended value of 0.7 (Nunnally & Bernstein, 1994; Polgar & Thomas, 2008). The internal consistency of the measures used was therefore considered to be sufficiently high and to have adequately measured the relevant study variables. A confirmatory factor analysis using PCA technique with Varimax rotation (Kaiser, 1974) was carried out to verify unidimensionality, that is, actual scale item on an instrument, (Gefen, 2003, Gerbing & Anderson, 1988). Prior to subjecting the data to factor analysis, all data relating to various variables measured using multiple items were subjected to Keiser-Meyer-Olkin (KMO) and Bartlett's test of sampling adequacy. KMO values were greater than 0.5 (>0.5) which is the recommended value (Malhotra, 2008). Bartlett test of Sphericity was $p= 0.01$ which is less than the level of significance of 0.05. The results confirmed the theorized dimensionality of the study constructs. Convergent validity tests to test construct validity revealed that most of the items had loading in excess of 0.5, thus providing support for convergent validity of the measures used in the study.

An analysis of the CBOs surveyed revealed 41% of the participating CBOs had been in existence for two years and below while only 7% had been in existence for more than 14 years. These results indicate that many CBOs are started but few last long enough to continue their activities

over a long period of time. This raises questions of the sustainability of these types of organizations. In terms of geographical distribution of the CBOs, Dagoretti Constituency had the highest number of participating CBOs forming 23% of the sample, followed by Embakasi and Langata both at 13%. The least number of CBOs came from Westlands with only 8%. Sources of funding for CBOs varied across organizations with 62% getting funding from community members and 36% receiving funding from local donors and private organizations. Only 31.9% of the surveyed organizations got funding from international donors. Regarding the HIV and AIDS interventions that each surveyed CBO was involved in, the findings indicate that 94.5% were involved in HIV and AIDS awareness campaigns while 73.6% participated in HIV and AIDS prevention activities. However, only 14.1% provided treatment access and literacy services suggesting that more information is provided on prevention but little or not enough has been done to ensure treatment literacy and accessibility.

3.2. Correlations

The relationship between strategic social marketing and efficiency of CBOs was evaluated using Pearson’s product moment correlation analysis. The results are reported in Table 1.

Table1. Correlation between Strategic Social Marketing and Efficiency

| Correlations | | | | | | |
|--------------|----------------------------|--------|--------|--------|--------|---|
| Variable | | 1 | 2 | 3 | 4 | 5 |
| 1 | Policy | 1 | | | | |
| 2 | Strategy | .606** | 1 | | | |
| 3 | Implementation | .568** | .722** | 1 | | |
| 4 | Strategic social marketing | .774** | .934** | .880** | 1 | |
| 5 | Efficiency | .554** | .598** | .667** | .693** | 1 |

Method: Pearson Product Moment Correlations

** Correlation is significant at the 0.01 level (2-tailed).

Sig. (2-tailed, for all was 0.000 less than the P- value or 0.01 and 0.05.

sample (n)=163

Strategic social marketing was measured using three main indicators, namely policy, strategy and implementation. Results presented in Table 1 show varied degree of interrelationships. Both policy and strategy were found to be significantly correlated with efficiency ($r=0.554$, $p<.01$; $r=0.598$, $p<.01$; sig. 2-tailed = $0.000<0.05$ respectively). This high correlation suggests that an organization’s involvement in policy development in the area of HIV and AIDS might enable it to perform its tasks efficiently. It may also suggest that strategies developed and used by CBOs lead to achievement of set objectives with minimum wastage. Strategic social marketing and relevance are demonstrated to have a positive significant correlation ($r=0.667$, $p<.01$; sig. 2-tailed = $0.000<0.05$). This implies that when elements of strategic social marketing are combined the relationship between strategic social marketing and efficiency is increased. This may be interpreted to mean that there is a possibility of strategic social marketing having an effect on efficiency.

3.3. Hypothesis Testing

To evaluate the effect of strategic social marketing on efficiency of CBOs, the following hypotheses were tested through simple linear regression analysis using the enter method.

H₁ There is a statistically significant relationship between policy and efficiency of community based HIV and AIDS organizations in Nairobi County, Kenya.

H₂ There is a statistically significant relationship between strategy and efficiency of community based HIV and AIDS organizations in Nairobi County, Kenya.

H₃ There is a statistically significant relationship between implementation and efficiency of community based HIV and AIDS organizations in Nairobi County, Kenya.

H₄ There is a statistically significant relationship between strategic social marketing and efficiency of community based HIV and AIDS organizations in Nairobi County, Kenya

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Each element of strategic social marketing (predictor variable), was regressed against efficiency (dependent variable) and then aggregate mean scores of strategic social marketing were also regressed against efficiency. These results are presented together with hypotheses test results in Table 2.

Table2. Simple Regression: Policy, Strategy and Implementation Predicting Efficiency

| | Policy | Strategy | Implementation |
|----------------|--------|----------|----------------|
| R | 0.554 | 0.598 | 0.667 |
| R ² | 0.307 | 0.358 | 0.445 |
| F | 71.411 | 89.745 | 129.286 |
| Sig (p) | 0.000 | 0.000 | 0.000 |
| Constant | 1.752 | 0.932 | 0.517 |
| B | 0.524 | 0.656 | 0.778 |
| s.e. | 0.062 | 0.069 | 0.068 |
| β (beta) | 0.554 | 0.598 | 0.667 |
| T | 8.451 | 9.473 | 11.370 |
| Sig (p) | 0.000 | 0.000 | 0.000 |

Where: B is unstandardized coefficient; s.e. is standard error; β (beta) is standardized Coefficient

Source: Primary Data

The Simple regression analysis of Policy, Strategy and Implementation produced an R² of 0.307, 0.358 and 0.445 respectively for each construct. These results imply that implementation scores explain more of the variation of efficiency at 44.5%. The regression results in Table 1 also reveals a statistically significant positive linear relationship between Implementation and efficiency (beta 0.667, p-value=0.000). Therefore, we fail to reject the hypothesis at $\alpha=0.05$. The statistically significant positive relationship between implementation and efficiency suggest that proper implementation can lead to more efficiency within CBOs.

Stepwise multiple regressions were conducted to evaluate whether policy, strategy and implementation were necessary to predict CBO's Efficiency. At 1st and 3rd steps of the analysis, implementation and policy were entered into the regression equation and were found to be significantly related to CBO's Efficiency $F(1,161)=129.286$ $p=0.000 < .001$ and $F(2,160)=77.106$ $p=0.000 < .001$ for implementation and policy respectively. The multiple correlation coefficients were 0.520 and 0.259 implementation and policy respectively; indicating that approximately one unit change in implementation would lead to 52.0 % change of CBO's efficiency. Further, a unit change in policy would lead to 25.9% change in efficiency. At step 2 strategy was left out ($t = 1.807$, $p=0.073 > .05$) indicating that its contribution was not significant. This implies that policy and implementation have a substantial contribution to CBO's efficiency.

To assess the influence of Strategic Social Marketing on efficiency of CBOs, regression analysis was carried out to. Simple regression analysis was carried out with aggregate mean scores of strategic social marketing predicting efficiency. The results are presented in Table 3 and 4.

Table3. Results of Goodness-of-fit of the Regression of CBOs' Efficiency on Strategic Social Marketing

| Model Summary | | | | |
|---|------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .693 | .480 | .477 | .54824 |
| a. Predictors: (Constant), Strategic Social Marketing | | | | |
| Dependent Variable: Efficiency | | | | |

Table4. Significance of the Regression of CBOs' Effectiveness, Efficiency Relevance and Financial Viability

| Coefficients ^a | | | | | | |
|-----------------------------------|----------------------------|-----------------------------|------------|---------------------------|--------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .258 | .276 | | .934 | .352 |
| | Strategic social marketing | .852 | .070 | .693 | 12.184 | .000 |
| a. Dependent Variable: Efficiency | | | | | | |

The simple regression results presented in Table 3 indicate an R^2 of 0.480 for efficiency construct regressed against aggregate scores of strategic social marketing. These results imply that Strategic Social Marketing scores explain 48% of the variation in efficiency. This suggests that using Strategic social marketing approach contributes to CBOs' programme implementation success. The regression results in Table 4 reveals a statistically significant positive linear relationship between Strategic Social Marketing and Efficiency (beta 0.693, p-value=0.000). These results indicate that strategic social marketing contributes more to the changes in efficiency as one unit change in strategic social marketing results in 0.693 changes in Efficiency. Therefore, we fail to reject hypothesis at $\alpha=0.05$. The statistically significant a positive relationship between strategic social marketing and CBOs efficiency, suggest that proper application of strategic social marketing approach influences achievement of organizational objectives with minimum resource wastage.

4. CONCLUSION

The empirical evidence produced by this study indicate that CBOs are concentrating on HIV and AIDs awareness, prevention, care and support with little or no emphasis on treatment access and literacy. This poses a danger in eradicating HIV and AIDS especially if the citizens who are aware of their HIV status do not know where to access treatment and have no knowledge of proper administration and management of medication. This can lead to reversal of the gains made in creating awareness. The findings also revealed that top leadership that manage the surveyed organizations have a minimal level of education raising a concern on the management of these organizations. These findings are consistent with previous findings that highlighted minimal level of education and lack of appropriate knowledge in project management among the managers as a key challenge facing CBOs' (Dejong, 2003; Cornman et al., 2005; Odindo, 2009).

Policy, strategy and implementation indicators of strategic social marketing were found to be significantly correlated with efficiency. Effectively, focus on them enhances successful achievement of organizational objectives. The influence of policy, strategy and implementation on CBO's efficiency was found to be positive and significant leading to a conclusion that CBOs' participation in policy development and consumer research enables them to clearly outline the expected outputs, methods of achieving them and how to utilize resources optimally. The statistically significant positive linear relationship of implementation to efficiency imply that proper planning at the initial stage leads to informed programmes' identification and design resulting in CBOs' efficiency.

Based on the empirical evidence in this study, it is reasonable to conclude that strategic social marketing influences CBOs efficiency. Strategic social marketing was demonstrated to have a positive and significant influence on efficiency. These results seem to suggest that application of strategic social marketing enhances efficiency but do not always result in CBO's ability to attract more funding. This points out that other factors influence access to funds other than strategic social marketing. These findings are supported by Weinreich (2011) findings which state that funding to CBO and other civil society organizations is usually determined by donors who have specific requirements and conditions, commonly referred to as purse strings.

5. RECOMMENDATIONS

The results of this study have significant policy implications to managers of organizations that implement social marketing and marketing researchers. First, managers of CBOs should strive to participate in National HIV and AIDS policy development in order to inform their own policies and activities, as this not only improves their ability to identify the expected outcomes, but also enhances their efficiency. This is supported by the research findings which have shown that policy element of strategic social marketing contributes significantly to CBO's efficiency. Second, managers of CBOs and other organizations involved in marketing social goods should apply strategic social marketing approach as the findings demonstrated that it enhances their level of efficiency consequently leading to better performance. This finding is particularly useful as it supports the argument advanced by French, et al., (2011) that social marketing should be strategic in nature. Third, much as strategic social marketing contributes to the overall efficiency of CBOs, the findings demonstrated that they do not lead to improved financial sustainability. Thus, CBO managers should take time to evaluate and understand the factors influencing donors' choice of

implementing partners. In addition, managers of these organizations should develop mechanisms and strategies that can lead their organizations to financial sustainability.

The results of this study also have major implications on the government and government agencies. First, the government of Kenya should put aside more money to enhance HIV and AIDS treatment literacy and access. At the same time government agencies involved in the implementation of HIV and AIDS programmes should build management capacity of CBOs so as to improve efficiency and performance. They should also increase monitoring and evaluation activities in order to identify failures before they occur. Second, there is need for the government of Kenya to provide a framework that lead to the establishment of a working CBO council so as to provide a forum where these organizations can share information especially on the available donors and the activities that they support. This would enable them to stop their frequent shift from one project to another. Third, the government should develop a national social marketing policy to guide and govern implementation of social marketing activities in the country, especially those financially supported by government agencies. This would provide a clear definition of how partners are selected and the implementation procedures.

The research findings contribute to the frontiers of knowledge. First, the findings of the study indicate that strategic social marketing impacts positively on efficiency of CBOs. These empirical results are of great importance given that major published reports have been written and evaluated based on the donor requirements. Second, this study focused on CBOs as the unit of analysis and not individuals though HIV and AIDs is a behavioural issue. This provides evidence that contributes to proper programme design and implementation. Third, evaluation of social marketing programmes has always been beneficiary-oriented; this study provided an organization-oriented evaluation as recommended by Marta (2008).

Finally, this study makes a useful contribution to the advancement of academic knowledge on strategic social marketing from African setting particularly on CBOs in Kenya. The extant literature lacks substantial scholarly contribution on Strategic Social Marketing in Africa especially on CBOs. Overall, the study contributes to strategic social marketing literature as well as CBOs by providing empirical evidence on the effects of strategic social marketing on efficiency of CBOs.

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