STRATEGIC SOCIAL MARKETING, OPERATING ENVIRONMENT AND PERFORMANCE OF COMMUNITY BASED HIV AND AIDS ORGANIZATIONS IN NAIROBI COUNTY, KENYA

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DECLARATION

This Doctoral Thesis is my original work and has not been presented to any University for any award.

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DEDICATION

I dedicate this work to my husband, James, whose love and support has been my pillar during this journey; to my children Wambui, Waithiegeni and Wangui whose young lives have been disrupted during this period; and to my late mother-in-law, Sophia Wambui, who never lived long enough to celebrate these achievements.

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TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

ACRONYMS AND ABBREVIATIONS

ADB	Asian Development Bank
AIDS	Acquired Immuno-Deficiency Syndrome
ANOVA	Analysis of Variance
ART	Antiretroviral Therapy/Treatment
BCC	Behaviour Change Communication
CBOs	Community Based Organizations
CDC	Centre for Disease Control
CEO	Chief Executive Officer
CHW	Community Health Work
CMV	Common Method Variance
COBPAR	Community Based Programme Activity Reports
CSOs	Civil Society Organizations
GBV	Gender Based Violence
GoK	Government of Kenya
HBC	Home Based Care
HBM	Health Belief Model
HIV	Human Immuno-Deficiency Virus
HR	Human Resource
HTC	HIV Testing and Counselling
IDRC	International Development Research Centre
IOA	Institutional and Organizational Assessment
KMO	Kaiser-Meer-Oklin
KNASA	Kenya National AIDS Spending Assessment
KNASP	Kenya National AIDS Strategic Plan
NCCBO	National Council of Community Based Organizations
MDGs	Millennium Development Goals
NACC	National AIDS Control Council
NGOs	Non Governmental Organizations
OPA	Organizational Performance Assessment
OVC	Orphans and Vulnerable Children
PCA	Principal Component Analysis
PMTCT	Prevention of Mother-to-Child Transmissions

SCT	Social Cognitive Theory
SPSS	Statistical Package for Social Sciences
STDs	Sexually Transmitted Diseases
SWOT	Strength, Weakness, Opportunities and Threats
TOWA	Total War against AIDS
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDP	United Nations Development Programme
USA	United States of America
USDA	United States Department of Agriculture
USDHHS	United States Department of Health and Human Services
VMMC	Voluntary Medical Male Circumcision for HIV
WHO	World Health Organization
WIC	Women, Infants and Children

ABSTRACT

The aim of this study was to evaluate the effect of strategic social marketing and operating environment on performance of community based HIV and AIDs organizations in Nairobi County in Kenya. The specific objectives were to: determine the relationship between strategic social marketing and performance of community based HIV and AIDs organizations; explore the relationship between operating environment and performance of community based HIV and AIDs organization; assess the moderating effect of operating environment on the relationship between strategic social marketing and performance of community based HIV and AIDs organizations; and evaluate the combined effect of strategic social marketing and operating environment on performance. This study was anchored on resource based theory, exchange theory, DICES model as well as social network. The study was guided by positivistic research philosophy. A descriptive cross-sectional survey research design was employed. The target population of the study was 350 CBOs located in Nairobi County. A sample of 183 CBOs was used from eight constituencies which were proportionately represented. Area and random sampling techniques were 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, operating environment and performance as well as to assess the effect of each on performance. Strategic social marketing and operating environment were found to correlate with performance indicators. Strategic social marketing was found to impact more on effectiveness, efficiency and relevance but had low influence on financial viability. Internal environment was found to have statistically significant linear relationship with performance indicators while external environment had more effect on relevance measures of performance. Operating environment was also found to have a significant impact on performance of community based HIV and AIDS organizations. However, the operating environment had no significant moderating effect on the relationship between strategic social marketing and performance of CBOs. The joint effect of strategic social marketing and operating environment on performance was found to be statistically significant as they both explained 68.5% variation of the dependent variable. The study concluded that for CBOs to enhance their performance they ought to scan both the internal and external environment; apply strategic social marketing approach in their activities; and create synergy by integrating strategic social marketing and operating environment. The study recommends that CBOs and other organizations involved in marketing social goods embrace this approach as their planning and implementation tool as it contributes to their performance. The study further recommends development of a social marketing policy to provide guidance on how social marketing activities should be carried out. A thorough study and understanding of the factors influencing donors' choice of implementing partners is recommended. Developments of new mechanisms and strategies that can facilitate CBOs to achieve financial sustainability are also recommended. Further, the study recommends formation of a National CBO Council to provide a forum for information sharing amongst the organizations especially on successes and challenges in implementation and sources of funding. Further research is recommended to establish the effect of strategic social marketing on other civil society organizations, government agencies as well as CBOs in other sectors such as education.

CHAPTER ONE

INTRODUCTION

This chapter presents the background of the study and the key constructs under investigation, namely strategic social marketing, operating environment and performance of Community -Based Organizations. It also presents research problem, objectives of the study as well as the value of this study. The chapter closes with a highlight of the thesis structure.

1.1 Background of the Study

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 stakeholders are seeking more efficient and effective strategies that can help communities and countries to minimize or eliminate these problems (Andreasen, 1995; WHO, 2008). 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 and Bryant, 2005). It involves in-depth research to inform programme design and constant re-evaluation of every aspect of the programme during implementation and seeks to influence social behaviours that benefit target audience and the general society not the marketer (French and Blair-Stevens, 2007; Weinreich, 2001).

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, 2001; French, Blair-Stevens, McVey and Merrit, 2011).

Substantial literature exist detailing application of social marketing to run programmes meant to deal with social economic impacts of social problems such as HIV and AIDS (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. 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 even though the impacts affect the society as a whole (French et al., 2011; Lefebvre, 2000).

To deal with some of these limitations, French et al. (2011) proposed that Social Marketing 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. 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, the performance of CBOs' 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 would facilitate CBO's to efficiently and effectively manage the social and economic impacts of HIV and AIDS in Nairobi, Kenya.

1.1.1 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 and McKenzie, 2008).

Strategic social marketing is thus 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, Rogers, Meyer, Casey, Rao, Campo and Henderson, 1996; Grier and Bryant, 2005; French et al, 2011).

1.1.2 Operating Environment

Operating environment describes the environment in which an organization operates. It comprises forces to which organizations are sensitive and must respond to improve performance. Williams (2009) classifies operating environment of any organization into internal and external environment. Internal environment consists of the trading status of the business, its finances, physical resources, staff and management skills, operational and control systems, stakeholders' interests, policies and procedures. Duncan (1972a) and Williams (2009) assert that internal environment of any organization comprises firm related factors that influence its capacity to achieve set

objectives, develop and implement a viable plan consequently impacting on its performance (Amoako-Gyampah, 2003; Ghani, Nayan, Ghazali and Shafie, 2010). Waterman, Peters and Julien (1980) describe internal environment as key internal aspects that need to be aligned within an organization for improved performance or effective change implementation. These include strategy, skills, staff, shared values, systems, leadership style and structure.

External environment consists of factors which are outside the control or influence of the business, but which can still have a major impact on the way in which it operates, for example, changes in legislation, social and political policy and economic trends. Tolbert and Hall (2009) conceptualize external environment from five main dimensions of environment capacity, heterogeneity, environmental concentration, domain consensus and, environmental uncertainty. Environment capacity focuses on level of resources available to an organization. Heterogeneity refers to the degree to which the organization faces different demands from different stakeholders (Dowell, 2006). Environmental concentration is the distribution of resources used by the organizations (Aharonson, Baum and Feldman, 2007), while domain consensus represents the degree to which there is agreement among related organizations and other groups in the society which organizations have the right to provide particular goods/services. Environmental uncertainty relate to environmental instability/change that is associated with broad environmental aspects such as the technology, political-legal and demographics (Tung, 1979). In the current study, the term operating environment refers to both internal and external environments.

1.1.3 Organizational Performance

Organizational performance relates to the manner in which financial resources available to organizations are used to achieve overall corporate objectives. It comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). Daft (2000) asserts that organizational performance is the organization's capability to accomplish its goals effectively and efficiently using minimal resources. According to Richard (2009), organizational performance encompasses three specific areas of firm outcomes: financial performance, product market performance and shareholders' return. Measurement of

performance gives an indication of organization's financial capability, relevance, efficiency and effectiveness.

Sink and Tuttle Model (1989) describes organization performance as a complex interrelationship between effectiveness, efficiency, quality, 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. Logical Framework Analysis (LFA) is the most widely used tool in performance evaluation in non-governmental sector. It highlights project activities, outputs or results, purpose and goals as the key areas of evaluation in projects (Rolstada, 1998). Silverman (2008) and Marta (2008) recommend key performance indicators for non-profit organizations as well as CBOs to include efficiency, effectiveness, impact, influence and financial leverage. These indicators were adopted in the current study.

1.1.4 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 be broadly 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, 2002; 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 distributed across the former Nairobi's eight constituencies, namely:

Dagoretti, Embakasi, Kamukunji, Kasarani, Langata, Makadara, Strarehe and Westlands (NACC, 2013).

1.2 Research Problem

Social marketing is a planning framework that is theory driven and consumer oriented, that uses commercial marketing strategies to influence voluntary behaviour change among specific target audience (Thackeray and Neiger, 2003). Strategic social marketing is a long term planning approach that moves beyond the individual end users to groups, organizations and society. Social marketing has its foundation in the three dichotomies model of marketing phenomena by Hunt (1976) which supported expansion of marketing concept to include marketing activities carried out in non-business organizations such as CBOs (Kotler and Levy, 1969). It proposed marketing activities to be grouped into three main categories of profit sector/nonprofit sector, micro/macro and positive/normative dichotomies.

The dichotomies model provided a useful framework for analyzing fundamental differences among the various approaches to marketing. The model also led to marketing being conceptualized as a mechanism of alleviating problems and meeting society needs which is a key objective of social marketing (Kotler and Levy, 1969; Hunt, 1976). While some authors supported this expansion to include marketing of social goods to others the idea of expanding the application of marketing to social causes was abhorrent. For instance, Luck (1974; 1979) objected on the grounds that replacing a tangible product with an idea or bundle of values threatened the economic exchange concept. He argued that marketing should be limited to those business processes and activities that ultimately result in a market transaction. These conceptual differences still exist in marketing discipline.

Community based HIV and AIDS organizations in Nairobi County and in Kenya in general have been at the centre of developing and implementing strategies meant to mitigate and manage HIV and AIDS in the society. It is nevertheless cited that CBOs' in Kenya face a wide range of challenges such as limited financial sustainability and viability; lack of institutional capacity and limited scale impact; lack of appropriate knowledge in specific areas of project management and alternative strategies that they can utilize to achieve set goals (Dejong, 2003; Cornman, Grimm and Rana, 2005;

Odindo, 2009). This has compelled many CBOs to frequently shift from one project to another with different objectives and approaches to keep the much needed revenue flowing. As a result some CBOs spread themselves too thinly by attempting to work in different areas where they do not have technical experience or expertise. This leads to serious inefficiency and ineffectiveness.

Studies in the area of social marketing indicate that use of social marketing approach to achieve social objectives lead to success of such projects (Frankenberger and Sukhdial, 1994; Asian Development Bank (ADB), 2004; Population Service International (PSI), 2009). However, research focus on application of social marketing has been at operational level as a campaign tool leaving out the strategic role of social marketing that integrates policy, strategy, implementation and community participation in programme design and implementation. In addition, performance evaluation of implementing organizations has been project or programme based, focusing on performance indicators desired by the funding agencies, leaving out organizational performance of the implementing agencies. Moreover, a large part of empirical evidence in this area has been application based and not theory based (ADB, 2004; PSI, 2009). For instance a project report written by PSI indicates that social marketing was successful in carrying out a camping in Sri Lanka (PSI, 1977). Other researches such as one by Grier and Bryant (2005) illustrate how social marketing was used to encourage citizens to seek prenatal care in Texas. Price (2001) also document success of social marketing as a campaign tool to encourage vulnerable groups to use condoms in US. Further, very few studies have focused on Africa and more so Kenya.

Documented literature indicates that operating environment influences performance of organizations. For instance, an organization's performance is influenced by its ability to utilize information from the environment (Wiklund and Shepherd, 2003). Further an organization's timely and adequate response to environmental uncertainty leads to better performance (Pearce and Robinson, 2002). Even with this documented evidence, the moderating role of operating environment on the relationship between strategic social marketing and organization performance has not been evaluated.

In view of the foregoing discussion, it is clear that previous studies have not provided adequate evidence on the relationship between strategic social marketing and

performance of CBOs' and the moderating influence of the operating environment. In addition, effects of commercial marketing techniques application on performance of CBOs in the Kenyan context have not been adequately studied. Therefore, this study aimed at filling the highlighted gaps by examining the relationship between strategic social marketing, operating environment and performance of community based HIV and AIDS organizations in Nairobi, Kenya. The study was guided by the following questions: First, what is the effect of strategic social marketing and operating environment on the performance of community based HIV and AIDS organizations in Nairobi, Kenya? Second, what is the moderating effect of operating environment on the relationship between strategic social marketing and performance of community based HIV and AIDS organizations?

1.3 Research Objectives

The general objective of this study was to investigate the effects of strategic social marketing and operating environment on the performance of Community Based HIV and AIDS Organizations in Nairobi County. The specific objectives were to:

(i) Determine the relationship between strategic social marketing and performance of community based HIV and AIDS organizations in Nairobi County.

(ii) Explore the relationship between operating environment and performance of community based HIV and AIDS organizations in Nairobi County.

(iii) Assess the influence of operating environment on the relationship between strategic social marketing and performance of Community based HIV and AIDS organizations in Nairobi County.

(iv) Establish the joint effect of strategic social marketing and operating environment on the performance of community based HIV and AIDS organizations in Nairobi County.

1.4 Value of the Study

The findings of this study provide a framework that interlinks strategic social marketing, operating environment and organization performance. This is a significant contribution to social marketing theories as the existing theories were disjointed. Second, the findings of this study provide insights on the considerations to put in

mind when developing a social marketing policy in Kenya which is currently lacking. Such a policy would provide a performance evaluation framework to assess implementing organizations such as CBOs and government agencies. The findings also provide guidelines on social marketing programmes design and implementation by highlighting the key aspects that should be considered such as consumer research, proper marketing mix design among others.

Third, the findings of this study contribute to social marketing practice by evaluating the effect of strategic social marketing on the performance of the organizations delivering social goods/services diverting from previous studies which were programme-based. In addition, findings from this study add to the existing evidence on some of the challenges currently facing CBOs such as lack of management competence and recommended actions that can be taken to reduce them. Fourth, findings from this study provide funding agencies with knowledge on how the linkage between strategic social marketing and operating environment affect design and implementation of community based programmes run by their local partners subsequently affecting their performance. Finally, the findings of this study add to the documented evidence on the performance of CBOs in Kenyan context. Such evidence is available for use by donors, government agencies and other CBOs to improve performance of such organizations.

1.5 Structure of the Thesis

This thesis comprises five chapters. Chapter one is the introduction to the thesis and briefly describes strategic social marketing and other study variables, the statement of the problem, study objectives, and value of the study. Chapter two presents the theoretical and empirical literature that guides the investigation. Theoretical foundations of social marketing based on behaviour models, community organization models as well as resource based models are presented. The conceptual framework and the major hypotheses are given in this chapter. Chapter three presents the positivism paradigm as the guiding philosophy of the study. The research design, the measurement of the variables used and methods followed in data analysis are presented. Chapter four presents research findings, interpretation and discussion of the results. Chapter five summarizes the study findings, presents the conclusions, and

discusses implications of study findings to social marketing theories, and the policies designed to enhance behaviour change among the communities as well as improve performance of CBOs.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of the literature relevant to this study. The review covered social marketing theories, operating environment and, organizational performance. Influence of strategic social marketing and operating environment on organization performance was also covered. Presented also is a summary of empirical studies on the study variables, identifying some gaps therein. The chapter ends with a conceptual framework and hypotheses of the current study.

2.2. Theoretical Foundation of the Study

The relevant literature suggests numerous models exist that explain social marketing process. Whereas this may be so, several scholars (Burkhardt, 1994; Lefebvre, 2006; Hastings, 2007; French et al., 2011) suggest that at the center of social marketing theory are exchange theory, consumer behaviour models and social and behaviour change models. Some of the models that guided this study include resource based theory, exchange theory, belief-feeling-behavioural intention model, integrated theory framework, social network theory, community organization theory and, Design, Inform, Control, Education and Service (DICES) interventions framework.

Resource-based view of the firm takes the perspective that valuable, costly to copy firm resources and capabilities provide the key sources of sustainable competitive advantage. Resource based theory of the firm considers strategic capabilities as pool of internal resources that are important for the creation of competitive advantage (Barney, 1991; Kor and Mahoney, 2004; Hart, 1995). It posits that competitive advantage can be sustained only if the capabilities creating the advantage are supported by resources that are not easily duplicated by competitors. In other words, firms' resources must raise "barriers to imitation" (Rumelt, 1984). Thus, resources are the basic units of analysis and include physical and financial assets as well as employees' skills and organizational (social) processes. A firm's capabilities result from bundles of resources being brought to bear on particular value-added tasks {for

example design for manufacturing and just-in-time production. These originate from internal, external and natural environments which focus on three interconnected strategic capabilities: pollution prevention, product stewardship, and sustainable development (Hart, 1995).

According to Lefebvre (2006), exchange theory suggests that every consumer transaction is an exchange with costs and benefits accruing to both the merchant and the consumer. A transaction only occurs when benefits of the transaction outweigh the costs for both parties. Further, both the costs and the benefits are classified into three broad motivational categories: economic, social and psychological. This theory has been extended to cover social exchange theory, which suggests that any social intervention involves voluntary exchange of resources. It posits that all human relationships are formed by the use of a subjective cost-benefit analysis. Social marketers use this theory to evaluate what the audience desire and cost against benefits.

Belief-Feeling-Behavioural Intention Model is based on consumer behaviour models that identify factors that influence behaviour. It postulates that psychological, personal, social and cultural factors are key determinants of consumer behaviour as well as individual health behaviour. Social cognitive theory is also based on the same principles (Hastings, 2007; Pajares, 2002). In line with this, Integrated Theory Framework (ITF) proposes that to achieve social objectives, four main overlapping domains have to be considered. These are: biological, psychological, social and environmental factors (French et al, 2011). This model is widely used in social marketing to strategically plan social marketing activities and provides wealth of knowledge in studying the external environment within which social marketing programmes are carried out.

However, DICES (design, inform, control, educate and services) Interventions Framework goes beyond identifying factors that influence behaviour to include intervention mix that might achieve a positive impact on behaviour. The model identifies five domains which when combined leads to a positive influence on behaviour of individuals or groups. The domains include design, inform, control, educate and service (French et al., 2011). Another theory, Social Network Theory

(SNT) argues that individual's relationships and ties with other actors within the social network are the key aspects that determine behaviour (Burkhardt, 1994). These networks provide ways for individuals, groups and companies to gather information and develop solutions to their problems. In line with this, Community Organization Theory emphasizes social networks, social support, ecological factors and social systems as key considerations in programme design. It further proposes that communities should be helped through community organization to identify common problems or goals, mobilize resources, develop and implement strategies for reaching their goals (Rothman and Tropman, 1987). The main theories that really informed current study are the resource based theory, social network theory and the DICES framework.

2.3 Strategic Social Marketing

Social marketing is the process that applies marketing principles and techniques to create, communicate and deliver value with an aim of influencing target audience behaviours. It offers a logical planning process involving consumer-oriented research, market analysis, market segmentation, objective setting and the identification of strategies and tactics all aimed at accepting a new behaviour, reject a potential undesirable behaviour, modify a current behaviour or abandon undesirable one that benefit target audience and general society (Dearing, et al., 1996; Kotler and Lee, 2008; Sutton, Balch, and Lefebvre, 1995). According to Andreasen and Kotler (2008), social marketing comprises any planned effort to influence any human behaviour where the change agents' motives are, on balance, more selfless than selfish. It includes variety of efforts ranging from personal to 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 including 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. This categorization of social marketing was adopted in the current study.

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. Social product embraces tangible physical goods (e.g. condoms/family planning pills), services (e.g. medical examination), practices (e.g. breast feeding) and intangible ideas such as environmental conservation. To have a viable product, people must perceive to have a problem and be willing to take action in it or view the product on offer as a solution to the problem. Price refers to what the consumer must surrender in order to obtain the social product. It can be monetary, giving up intangibles such as time and effort or to risk embarrassment and disapproval. Just like commercial marketing, when the value to be gained exceeds the cost, the customer will be willing to buy the product and vice versa.

Place relates to strategies employed to ensure the product reaches the consumer. For physical/tangible products, it refers to distribution systems, for intangible products, it refers to decisions about channels through which consumers are reached with information or training Promotion aims at creating and sustaining demand for the

product. Publics refer to both internal and external groups involved in the programme. External publics include the target audience, secondary audiences, policy makers and gatekeepers, while internal publics are those who are involved in some way with either approval or implementation of the programme. Partnerships involve the teaming up of different organizations to achieve a set of objectives. Policy focuses on creating and sustaining an environment that support change so as to enable social marketing programmes to motivate individual behaviour change. Purse strings refer to demands and expectations of stakeholders such as those defined by funding agencies on social marketing programmes they support (Weinreich, 2011).

2.4 Operating Environment

Environment is a multidimensional construct consisting dimensions such as complexity, dynamism and hostility (Dess and Beard, 1984). It is a set of all objects which a change affect the system. Duncan (1972a) defines environment as the totality of physical and social factors that are put into consideration in organizational and individual decision-making processes. An organization's operating environment is the sum total of all factors or conditions internal and external to the organization that are uncontrollable in nature and that affect the functioning of an organization (Scott ans Meyer, 1983). Operating environment refers to common perceptions regarding policies, activities, and organizational instructions honoured, supported and expected by an organization (Schneider and Richers, 1983). Operating environment is broadly classified into internal and external environment. Internal environment refers to all those internal controllable forces operating within the organization itself and have a direct impact on an organization. These include resources such as finance, information and knowledge, firm capabilities, incentives, organisational demographics such as size, inter-institutional linkages, company's objectives, goals and employees' skills (Naumann and Bennett, 2000).

An organization's internal environment is composed of the elements within the organization, including current employees, management, and especially corporate culture, which defines employee behaviour. Although some elements affect the organization as a whole, others affect only the manager. A manager's philosophical or leadership style for example, directly impacts employees. Traditional managers give

explicit instructions to employees, while progressive managers empower employees to make many of their own decisions. Changes in philosophy and/or leadership style are under the control of the manager (Freeman and Reid, 2006). Many dimensions of organizational environment indicate features and circumstances in which employees work affects their performance (Farr, Hoffmann and Ringenbach, 1993). Organizational processes and outcomes are appraised to a great extent by the external environment in which they operate. As such, organizations are environmental dependent and environment serving (Ansoff and Sullivan, 1993).

Palmer and Bob (2002) posit that external environment comprises all forces and events outside the organization that impinge on its activities. External environment consists of two interrelated sets of variables that play a principal role in determining the opportunities, threats and constraints that firms face and obviously affect their performance. First, variables originating beyond a firm's operating situation such as economic, political, social and technological forces, form the external environment. These are also referred to as macro environment (Pearce and Robinson, 2007). Second, variables influencing a firm's immediate competitive situation such as competitive position and labour market constitute the external operating environment. These are also referred to micro environment and industry factors. The micro-environment includes labour markets, customers, suppliers, creditors, and trade unions. Industry environment includes the five forces model which highlights threat of new entrants, bargaining power of suppliers and buyers, substitute products or services and rivalry among firms as the key variables. The firms cannot control these factors and have to adapt to them in the most efficient and effective way (Johnson, Scholes and Whittington, 2008). These factors are said to either promote or restrict the achievement of set goals and also affect the main internal functions of the organization and possibly its objectives and strategies (Gupta, 2009).

External environment can also be explained using dimensions perspective. Duncan (1972a) posits that the environment is a multidimensional construct with three specific dimensions of munificence, dynamism, and complexity. Emery and Trist (1965) refer to them as external environment characteristics including turbulence or stability, complexity or non-complexity, routine or non routine environmental features. Other scholars including Scott and Meyer (1983) classify external environment into task and

general environments. Task environment consists of the specific individuals and organizations that interact directly with the organization and can affect goal achievement, such as suppliers. General environment consists of all external forces that can influence an organization, such as technology. Pfeffer and Salancik (1978) see organizations as constantly striving to reduce their dependence on the environment by acquiring control over their resources. Therefore, environmental scanning plays a central role in the organization's decision-making processes and its strategic adaptations.

2.5 Organizational Performance

Different researchers have different thoughts and definition of organization performance. In most cases researchers use the term performance to express the range of measurements of transactional efficiency and input and output efficiency (Stannack, 1996). Performance is a contextual concept associated with the phenomenon being studied (Hofer, 1983). The concept of organizational performance is based upon the idea that an organization is the voluntary association of productive assets, including human, physical, and capital resources, for the purpose of achieving a shared purpose (Alchian and Demsetz, 1972; Barney, 2002; Jensen and Meckling, 1976; Simon, 1976).

Organizational performance means achievement of organizational goals and objectives. Richard (2009) argues that organizational performance should be measured not only in terms of financial profitability, market share and return on investment, but should encompass both quantitative and qualitative parameters of measurement. This approach is supported by Lusthaus (2000) who categorizes organizational performance indicators in terms of effectiveness (ability of an organization to provide the best service within the most effective structure); efficiency (the degree to which an organization moves towards attainment of its mission and realization of its goals); relevance (survival of an organization) and financial viability (an organization’s ability to have more financial resources than its spending).

Performance in non-profit sector is usually evaluated using logic models. Logic models are management tools widely used in the non profit sector in programme

evaluation. They are created for specific programmes to link specific measurable inputs to specific measurable impacts (McLaughlin and Jordan, 2010). Typically, logic models specify how programme inputs, such as money and staff time, produce activities and outputs, which in turn lead to impacts. One of the most comprehensive frameworks for Organizational Performance Assessment (OPA) is the Institutional and Organizational Assessment Model (IOA Model) elaborated by Universalia and the International Development Resource Centre (IDRC). This model views performance of an organization as a multidimensional idea, that is, a balance between effectiveness, relevance, efficiency, and financial viability of the organization. The framework also posits that organizational performance should be examined in relation to the organization's motivation, capacity and external environment (IDRC, 2002). Thus, oorganizational performance should be evaluated using various indicators such as effectiveness, efficiency, customer satisfaction and financial leverage depending on the nature of the organization. These indicators were applied in the current study.

Organizational effectiveness is the extent to which a programme or a project achieves its immediate objectives or produces its desired outcomes (UNDP, 2010). Scott (2003) maintains that organizational effectiveness is a measure of performance against a set of standards. Measuring organizational effectiveness requires a set of standards, indicators, work sampling size, and evaluation of the samples against a defined standard (Scott, 2003). Organizational effectiveness is not limited to one organizational theory or principle. Scott (2003) argues that indicators to be used in evaluating organizational effectiveness have to be chosen from among several possible types. Measures based on outcomes, processes, and structural features of organizations may if considered in isolation produce inconsistent conclusions. Although several representations for differentiating among these concepts have been proposed, Scott (2003) suggests that the three paradigms of organizational perspectives; the rational, natural, and open systems perspective, account for much of the variances in measures of effectiveness.

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 minimum level of resources is used to produce the target output or to achieve the objectives of a program, operation or department.

Organizational relevance denotes its ability to meet the needs and gain the support of its priority stakeholders in the past, present and future. It is an organization's ability to innovate and create new and more effective situations as a result of insight and new knowledge (Lusthaus, Adrien, Aderson, Carden and Montalvan, 2002). To perform well, an organization must also pay attention to its ability to generate the resources it requires. This means not only having the ability to pay its operational bills, but also having some excess of revenues over expenses (profit or surplus). This is also referred to as financial leverage or viability. Financial viability is the ability of an organization to raise the funds required to meet its functional requirements in the short, medium and long term (Lusthaus et al., 2002).

There are three dimensions to assessing the financial viability of an organization. The first relates to the ability of an organization to generate enough cash to pay its bills, and in the case of not-for-profit organizations, to be financially sustainable. Resources are generated through an organization's ability to create, supply and deliver products, services or programs useful to customers, clients or beneficiaries (Henke, 1992). The second dimension of assessing financial viability deals with the sources and types of revenues on which the organization bases its costs. Traditionally, in government agencies, the source of revenue is anticipated taxes. Poorer countries and government departments also rely on various donors to provide funds for their work. The concern addressed by this dimension is the reliability of the flow of funds. With not-for-profit organizations, diversity and reliability of the different funding sources is analyzed. Organizations that rely on a single funding source without a legal

(contractual) or moral funding obligation encounter more difficulty than organizations with multiple, reliable funding sources (Lusthaus et al., 2002).

The third dimension defines an organization's ability to live within its allocation. This dimension focuses on the actual ability to manage a budgeting process, as well as the results of the process. Financial viability depends on good financial management practices. This is true for both private and public sector organizations. In a general sense, an organization is financially viable if it generates enough value (both internally and from external sources) to keep stakeholders committed to the organization's continued existence. In the case of many public and not-for-profit organizations, staying financially viable depends crucially on management's ability to maintain existing linkages or create new ones to ensure a continued flow of funds over time from diverse sources (Lusthaus et al., 2002). Whether in the private sector, where profits are a measure of financial health, or in public sectors that rely on funding or loans from government or development banks, financial viability is a key short- and long-term concern (Booth, 1996).

2.6 Strategic Social Marketing and Organizational Performance

Success of any programme is dependent on the processes carried out in planning, design and implementation. Kotler (2007) suggests four step control process that would maximize the probability of a social marketing organization's ability to achieve its objectives. These include goal setting, performance measurement, performance diagnosis and corrective actions. Research indicates that social marketing as a strategy of implementing behaviour change programmes has a higher success rate than other health communication methods (Thackeray et al., 2011).

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, Gordon, Angus and McDermott, 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 and 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 among communities. However, another review of social marketing nutrition and physical activity interventions found that, although social marketing had been effective in altering some behaviour, its overall effects were limited (Alcalay and Bell, 2000 as cited by Stead et al., 2007).

A common criticism levelled against social marketing is that extensive consumer and market research is not undertaken prior to implementation, creating a gap between the rhetoric and reality of social marketing practice. For instance, health educators will create TV commercials without even talking to the people they are trying to reach (Weinreich, 2011). In addition, Pfieffer's (2004) analysis of social marketing programme in Mozambique illustrates how social marketing techniques may be misinterpreted. This social marketing project promoted condom use in HIV and AIDS prevention and management but was misinterpreted as a technique to promote promiscuity. This was because Western NGOs offered pre-packaged approach to HIV and AIDS prevention. Further, social marketing's emphasis on advertising as the key communication tool for motivating behaviour change has been indicated as ineffective. McKenzie-Mohr and Smith (1999) posit that, passive mass media marketing techniques are often powerless and limited to operational level of social marketing. The question however is whether strategic social marketing approach can eliminate these criticisms.

Strategic social marketing promotes strategic use of community based initiatives rather than mass media advertising. Kollmuss and Agyeman (2002) assert that social

marketing that is supported by community participation tends to be successful because it transcend the gap between knowledge and action that has characterized many environmental and sustainability projects to date. In the U.S., the Washington D.C.-based organization "Men Can Stop Rape" anti-rape movement successfully used social marketing in posters and other media targeting a rape-prevention message at boys and young men. However, extent to which this contributes to the performance of implementing organizations remains a question for further research. Moreover, researches in the area of social marketing have concentrated on operational social marketing, with no emphasis on its strategic component. In addition, evaluation of social marketing initiatives has concentrated on programme goals and objectives leaving out other performance indicators such as relevance and financial viability.

2.7 Operating Environment and Organizational Performance

The environment is the key factor in determining the level of available resources and the ease with which an organization can carry out its activities. For example, poor macroeconomic policies lead to high interest rates, fluctuating currencies, and a host of conditions that make it difficult for some organizations to perform well. The characteristics and quality of the environment such as poor infrastructure in terms of roads, electricity and phone lines can also hinder performance (Lusthaus et al., 2002). Any effort to diagnose and improve the performance of an organization requires an understanding of the forces outside the organization that can facilitate or inhibit that performance (Savedoff, 1998).

Both traditional and emerging notions of organizational performance are influenced by external environments. Variation in the variables existing in the external environment, such as political, legal and competitive environment causes environmental uncertainty (Pearce & Robinson, 2002). It is believed that great firm performance is assured when an organization responds to environmental uncertainty. Constant adoption of technology facilitates an organization to improve its service delivery. Changes in economic situation affect a company’s performance and profits (Priem, Rasheed and Kotulic, 1995).

Many development projects implemented within organizations either partially or fully fail because the intervention does not adequately address the enabling environment within which the organization operates. For example, some development loans have channeled resources into new equipment, and then into training staff to use the new equipment. However, when this is carried out in the context of a centralized civil service that lacks the policies to keep trained people on the job, the new equipment and training may become counter-productive. Some loan projects fail because the executing agencies are operating in tumultuous environments that limit their ability to carry the project out (UNDP, 1993).

The Resource Based Theory suggests that sustainable superior performance and competitive advantage of any firm is the outcome of discretionary rational managerial choices, selective resource accumulation and deployment, strategic industry factors, organization demographics and market factor imperfections (Dharanaj and Beamish, 2003). Firms' resources are closely linked to its size and have both been found to influence firms' performance (Boateng and Glaister, 2002). Ansoff and McDonnell (1990) contend that great firm performance is assured not only when the responsiveness of an organization's strategy matches the turbulence in the environment but also the organization's capabilities should match the aggressiveness of its strategy.

Internal environmental forces provide strengths and weaknesses to the business (Tolbert and Hall, 2009). McKinsey's 7S's (strategy, shared values, staff, skills, systems, style and structure) Model indicate that organizational internal environment indicates that the influence performance of organizations. These aspects provide an enabling environment for an organization to achieve its objective. Performance of an organization is dependent on the degree to which the values of its culture are comprehensively shared (Denison, 1990). Consequently, firms' are said to operate within a social framework of norms, values and assumptions, which eventually influences their performance and competitive advantage (Oliver, 1997). The human capital of the firm refers to the knowledge, skills and abilities that employees possess and use in their work. Studies of employee human capital have found direct positive effects on firm performance (McKelvie and Davidison, 2009).

Silverman (2008) posits that aspects such as local networks of CBOs, leadership, client characteristics, staff and strategy can have an influence on the success of their programmes. The development and exploitation of managers' social networking relationships with external entities affects performance of those organizations. Such social networks create social capital for organizations by establishing avenues for the exchange of valuable information, resources, and knowledge (Adler and Kwon, 2002). However, other studies show that networking relationships and ties can have detrimental effects on firm outcomes (Gargiulo and Benassi, 2000). Organization performance is also influenced by its ability to utilize information from the environment. Organizations that continuously update their procedures, tactics and strategies in response to feedback demonstrate excellent growth (Wiklund and Shepherd, 2003). Miller and Friesen (1983) found that increases in environmental dynamism, hostility and heterogeneity are related to strategic changes in innovation and analysis.

2.8 Strategic Social Marketing, Operating Environment and Performance

It has been acknowledged in the social marketing literature that legislation is often a necessary pre-cursor for individual behavior change where the sought change is immensely difficult for individuals to accomplish. One of the assumptions of many social marketing campaigns is that individuals are responsible for their own behavior because they make intelligent and informed decisions (Hoek and Jones, 2011; Wymer, 2011). However, in cases such as smoking, it has been argued that consumers either do not have full information, or are unable to process it efficiently to make the rational and logical choice not to smoke (Wayne, Connolly and Henningfield, 2004). In contexts such as smoking cessation, a combination of social marketing and legislation is considered the best course to shape an environment where it is easier for individuals to change their behaviors for good (Hoek and Jones, 2011). However, social marketing's effectiveness in influencing such upstream environmental change is limited (Andreasen, 2006), especially when the level of lobbying and financial support from industry is taken into account (Wymer, 2011).

Darian's report (1993) indicates that family background and social environment influence alcohol consumption behaviour among college students. A UNAIDS project

report (2000) indicates that social marketing led to increased behavior change among community members. It also points out that social marketing significantly contributes to recovery of running costs in middle-income countries. The report also noted that social marketing facilitates financial self-sufficiency of NGOs working in reproductive health. However, the report states that to achieve such success, top management commitment to adopting, investing and training field and clinical staff was necessary. Further, regular strategic planning, consumer and operation research and review, including cost-benefit analysis of alternatives were also necessary.

Asian Development Bank (2004) evaluation report concluded that social marketing initiatives in natural resource protection for sustainable livelihoods in Cambodia were successful. This was because the government allowed for decentralized structures and operations, which boosted local community autonomy and participation in national development. Serrat (2010) points out that social marketing achieves expected impact when partnerships are increasingly forged between community members and organizations delivering the programmes. Though extensive empirical evidence exists on social marketing, the link between strategic social marketing, operating environment and performance of community based HIV and AIDs organizations has not been effectively researched and documented.

Table 2.1 provides a summary of the identified knowledge gaps and how this study bridged some of the gaps by evaluating the influence of strategic social marketing on performance of CBOs.

Table 2.1 Summary of Knowledge Gaps

Study	Focus of the study	Findings	Knowledge gaps	Focus of the current study
Ganeshasundaram and Henley, (1989).	Social marketing tools.	Reality television is an effective social marketing promotion strategy.	Focused only on the promotion element of social marketing illustrated as a mass media campaign.	This study assessed effect of social marketing mix (implementation-which cover all Ps of social marketing) on performance of community based organization
Marcus, Banspach,Lefebvre, Rossi, Carleton and Abrams, (1992).	Social marketing for long-term sustainability of community based programmes.	Social marketing facilitate institutionalization of community-based programmes.	Focused on financial sustainability of community based programmes.	This study focused on overall organization performance diverting from programme-based performance. It covered a variety of performance measures including relevance, organizational effectiveness and efficiency.
Frankenberger and Sukhdial, (1994).	Segmenting teens for AIDS preventive behavior.	Social marketing approach is successful when psychographic, behavioral, social and situational factors are considered in programme design.	Environment of the target group considered but not of the implementing organizations.	This study focused on operating environment of implementing organizations not of target groups.
Bryant, Kent, Brown, Bustillo and Blair, (1998).	Using social marketing to increase customer satisfaction in Texas WIC programme.	Social marketing can be used to change people attitudes about food to poor families' is necessary.	The study targeted individual behavior change goals leaving out the objectives of the implementing organizations.	The study focused on the evaluation of performance of community based HIV and AIDS organizations not individuals.
Peattie, Peatte and Clarke (2001).	Holistic approach to the promotion of sun safety	High levels of awareness cannot create behavioral	The study focused on providing information	This study evaluated how social marketing tactics and organization

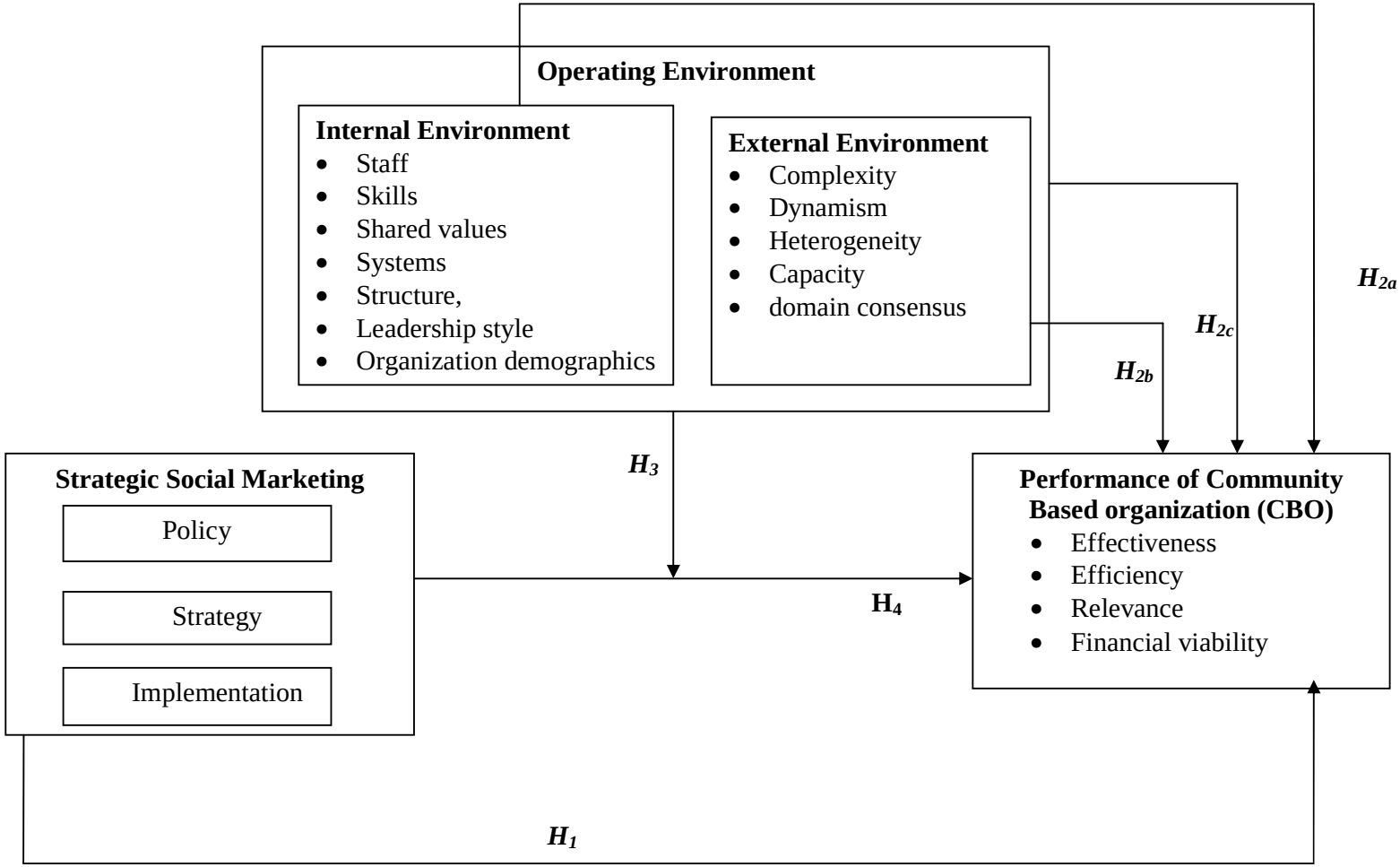
	within public.	change unless the many barriers to changing behaviour are better understood and overcome.	coupled with practical changes, leaving out other aspects such as using the appropriate strategy.	environment influence achievement of behavioural goals.
Thackeray and Neiger (2003).	Use of social marketing in developing culturally innovative diabetes interventions.	Social marketing designed implementations promise solutions that are more likely to be adopted by targeted audiences and are likely to result in the desired health status changes.	Focused on following the social marketing process of planning, audience and market analysis, materials development and pretesting, implementation and evaluation.	This study integrated three main aspects of strategic social marketing and evaluated their effect on performance of organizations delivering social goods.
Stead et al. (2007).	Effectiveness of social marketing interventions in influencing individual behavior and bringing about environmental and policy level changes	Interventions adopting social marketing principles could be effective across a range of behaviors, with a range of target groups, in different setting and can influence policy, professional practice as well as individuals	The study focused on individuals and not organizations carrying out the social marketing initiatives.	This study had CBOs' as its unit of analysis and not individuals and was set in Kenyan context.

From the reviewed literature, it is evident that although research on social marketing exists, there has been little focus on strategic social marketing and its effect on performance of the implementing organizations. Influence of operating environment on CBOs as programme implementers has also not been discussed. Further, Social Marketing has been from the applied level with little focus on further theory development. The performance evaluation has focused on project/programme success and not performance of implementing organizations. Moreover, majority of the documented social marketing programme evaluations has been carried out mainly in the Western countries with few concentrating on Africa as well as Kenya. At the same time, evaluations are mainly guided by sponsoring or funding agencies requirements and methodology. The aim of this study was to fill some of the highlighted gaps.

2.9 Conceptual Framework and Hypotheses

The conceptual model presented here has been derived from the discussions presented in the literature review. The conceptual framework (Figure 2.1) presents researcher's schematization of the relationships of current study variables. The variables included strategic social marketing, operating environment and performance of community based HIV and AIDS organizations. Based on this framework, various hypotheses were developed and tested.

Figure 2.1: Conceptual Framework



From the conceptual model (Figure 2.1), strategic social marketing is the independent variable (IV) comprising policy, strategy and implementation (social marketing mix) dimensions. Operating environment is the moderating variable (MV) and is subdivided into external and internal. Performance of Community Based HIV and AIDS Organizations is the dependent variable (DV). The framework also suggests that there is a relationship between strategic social marketing and performance of community based HIV and AIDS organizations. As such, strategic social marketing has an effect on the performance of Community based HIV and AIDS organizations. However, operating environment moderates the strength of this relationship. The framework also suggests that operating environment has an influence on the performance of community based HIV and AIDS organizations.

2.9.1 Hypotheses

From the reviewed literature and the relationships depicted in the conceptual model in Figure 2.1, the following hypotheses were formulated:

H_1: There is a statistically significant relationship between Strategic Social Marketing and Performance of Community based HIV and AIDS Organizations.

H_2: There is a statistically significant relationship between operating environment and performance of Community based HIV and AIDS Organizations.

- H_{2a} There is a statistically significant relationship between Internal Environment and Performance of Community Based HIV and AIDS Organizations.
- H_{2b} There is a statistically significant relationship between External Environment and Performance of Community Based HIV and AIDS Organizations.
- H_{2c} There is a statistically significant relationship between Operating Environment and Performance of Community based HIV and AIDS Organizations.

H_3: The Operating Environment has a statistically statistically significant moderating effect on the relationship between Strategic Social Marketing and Performance of Community based HIV and AIDS Organizations.

H_4: The combined effect of Strategic Social Marketing and Operating Environment on Performance of Community based HIV and AIDS Organizations is dissimilar from their independent effects on the same variable.

Hypotheses relating to the individual concepts and constructs, for Strategic Social Marketing and Performance are listed in Appendix V.

2.10 Chapter Summary

The chapter has discussed the theoretical framework of the study and provided literature review pertaining to strategic social marketing, operating environment and organization performance. In addition the chapter has presented documented empirical evidence on the relationship between strategic social marketing and organizational performance, operating environment and organizational performance as well as combined implication of strategic social marketing and operating environment on performance. This chapter has also provided a summary of the knowledge gaps, the conceptual framework and hypotheses that guided this study. The next chapter presents the research methodology used in this study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes how the study was planned and executed. Specifically, the chapter discusses the research philosophy, research design, research settings and the study population. Data sources and collections techniques, questionnaire design and pre-test are also covered in this chapter. Further, the chapter discusses operationalization of the research variables, and reliability and validity tests of the instruments. The chapter ends with a discussion of the data analytical techniques adopted for the study.

3.2 Research Philosophy

The study was guided both philosophically and methodologically by positivistic research philosophy. Positivism seeks facts of social phenomena with little regard for the subjective status of individuals. It presumes that social world exists objectively, externally beyond human mind and is constituted of facts structured in a law-like manner ((Coopers and Schindler, 2004; Stile, 2003). Under this paradigm, knowledge is valid only if it is based on values of reason and facts, gathered through direct observations and experience, measured empirically using quantitative methods and statistical analysis. Under this paradigm, theoretical models can be developed that are generalisable to explain cause-and-effect relationships (Saunders, Lewis and Thornhill, 2007). Consequently, problem solving under this approach follows a pattern of formulating hypotheses in which assumptions of social reality are made and hypotheses tested often using quantitative techniques (Buttery and Buttery, 1991; Stile, 2003).

This study was based on positivist paradigm where scientific processes were followed in hypothesizing fundamental laws then deducing the observations so as to determine the truth or falsify the said hypotheses. The study sought to verify the propositions through empirical tests by operationalizing variables in the conceptual model to allow for measurement.

3.3 Research Design

The study utilized a descriptive cross sectional survey research design. Zikmund (2003) posits that surveys provide 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) and have been described as 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 cannot manipulate them making it inappropriate to use other research designs such as experimental research design (Kothari, 2003). A descriptive cross sectional survey research design was found appropriate in this study because, the study sought to test the influence of strategic social marketing and operating environment on the performance of community based HIV and AIDS organizations in Nairobi County using data collected at the time of the survey. Local studies which have used same research design include Kerubo and Kinoti (2012), Thuo (2011) and Munyoki (2007).

3.4 Research Setting

The study was carried out in Nairobi County (a map is provided in Appendix XIV). Nairobi County is one of the 47 Counties of Kenya. Nairobi County was founded in 2013 on the same boundaries as Nairobi Province, after Kenya's 8 provinces were subdivided into 47 Counties. Before its creation in 2013, it had 8 constituencies including, Makadara, Kamukunji, Langata, Dagorreti, Westlands, Kasarani, Embakasi and Starehe. In the current system of governance in the country, Nairobi county has sixteen constituencies. Nairobi Lies on the Nairobi City River in the south of the nation. It is located at 1°16' Latitude South and 36°48' Longitude East. The city occupies a total area of 684 sq. km fully covered by land. It sits 1660m above sea level and is located between the cities of Kampala and Mombasa. Nairobi has experienced one of the most rapid growths in urban centres and is not likely to slow

down any time soon due to the fact that the population in Kenya increases by an average of about 3% i.e. 1 million each year. It has a population of 3.138 million according to 2009 census results. By 2004, there were over 168 informal settlements in Nairobi that were home to over two million people. Residents of Nairobi's informal settlements constitute 55% of the city's total population and yet they are crowded on 5% of the total land area in the city. These are distributed across the eight constituencies (http://www.mapsofworld.com/kenya/cities/nairobi.html).

3.5 Population of the Study

The target population for the study was 350 Community Based HIV and AIDS Organizations in Nairobi County distributed across the eight constituencies. A list of registered and active CBOs was provided by National Aids Control Council (NACC) in December 2012 (Appendix III). The list had been prepared based on regular return of Community Based Programme Activity Reports (COBPAR) to NACC offices throughout the County. Majority of these registered CBOs were located in the informal settlements (slum) areas.

3.6 Sample and Sampling Design

Area sampling was used in the current study. Sekaran (2007) posits that area sampling is a form of cluster sampling that can be used when research pertains to populations within identifiable geographical areas such as counties, city blocks or particular boundaries within a locality. In this study, Constituencies (a distinct territorial subdivision for holding a separate election for one or more seats in a legislative body) formed the basis of area sampling. Before the current subdivisions, Nairobi had eight Constituencies and a proportionate number of responding CBOs was drawn from each Constituency (Appendix IV). The previous subdivisions of eight constituencies were used in this study because, administrative structures had not yet been established in the new constituencies and NACC, which register all CBOs working in HIV and AIDS has not yet established their constituency offices in the new constituencies.

A sample size of 183 CBOs was used in the current study which was arrived at using the formula suggested by Fisher, Laing and Stoeckel (1985) as follows:

$$n = \frac{Z^2\ \alpha/2\ pq}{d2} \qquad n = \frac{(1.96)2\ (0.50)\ (0.50)}{(0.50)2} = \mathbf{384}$$

$$n_f = \frac{n}{1+n/N} \qquad n_f = \frac{384}{1+(384/350)} = \mathbf{183}$$

Where:

n_f = is the desired sample size (when the population is less than 10,000).

N= the Population (in this case 350 CBOs).

n = the desired sample size (if the target population is greater than 10,000)

z = the degree of confidence (in this case 95% confidence interval, ά=1.96)

p = the proportion in the target population estimated to have characteristics being measured. 50% chosen as recommended by Fisher et al., (1985)

d = the level of statistical significance (set at 5%).

Random sampling by making a complete list of all the elements in a population, assigning each a number and then drawing a set of random numbers which identifies *n* members of the population to be sampled was used to select sample elements.

3.7 Data Collection

Both secondary and primary data were used in the study. Secondary data were obtained from CBOs' reports to the donors, community and other stakeholders. Performance data included output, outcome and impact as well as the financial reports of CBOs which detail input-output analysis. Further, Community Based Programme Activity Report (COBRAR) forms were also used. Primary data were collected through an interview schedule and a self-administered semi structured questionnaire (Appendix I) which was developed in consultation with scholars in marketing and also guided by the literature. The research instrument enabled the researcher to collect large amounts of data within a short period of time.

The questionnaire was divided into five main parts as follows: Part one inquired about background information of the organization and respondents' including demographic characteristics such as age, gender as well as the HIV and AIDS activities that CBOs was involved in. Part two sought to explore application of Strategic social marketing evaluated from three levels of policy, strategy and implementation. Part three focused on internal environment of the CBO. Part four covered external environment evaluated from various levels including dynamism, complexity, heterogeneity,

capacity and domain consensus. The focus of part five was Performance of CBOs assessed using four indicators, namely: effectiveness, efficiency, relevance, and financial viability.

An interview schedule (Appendix II) was also used for CEOs, Chairpersons and Directors of the CBOs especially those who preferred direct consultation over a questionnaire. Key informant method was used to administer questionnaires and to carry out interviews. Key informant approach was recommended by Kumar, Stern and Anderson (1993). It is a method of obtaining data from persons whose professional and/or organizational roles imply they have knowledge about specific characteristics of the population being studied as well as potential pathways and constraints for community change (Warheit, Bulh and Bell, 1978; VonKorff, Wickizer, Maeser, O'Leary, Pearson and Beery, 1992). According to Phillips (1981) and Silk and KaIwani (1982), this practice is controversial given that the data provided by key informant have questionable reliability and validity. However, Campbell (1955) suggests that key informants in quantitative research should be well informed about the phenomenon of interest and able to communicate effectively with the researcher. In this study, these concerns were addressed by ensuring that the informants were knowledgeable about the phenomenon of interest and were able to interact and communicate effectively.

As the unit of analysis in the study was the CBO, the key informants included CEOs or Directors or Chairperson. Employees familiar with the operations or were involved in carrying out HIV and AIDS in the CBOs such as group secretaries, programme officers/managers, administrators, monitoring and evaluation officers were also informants in this survey. One respondent from each sampled CBO was used in this study. Eyler, Mayer, Raffie, Housemann, Brownson, Abby and King (1999) used the same approach to evaluate the key informant as a tool to implement and evaluate physical activity interventions in the community. The authors argue that use of high ranking informants coupled with an unequivocal protection of their anonymity, moderate the common methods variance problem often associated with this approach in conducting survey research. This method also provides information that would be useful in developing interventions for communities. They further state that the key

informant method is consistent with the social planning approach to community organization which is a top-down approach that primarily involves expert planners.

3.8 Operationalization of the Research Variables

Operationalization facilitates reduction of abstract notions of constructs into observable behaviour or characteristics so that they can be measured (Sekaran, 2007). Accordingly, the three study variables (strategic social marketing, operating environment and performance of community based HIV and AIDS organizations) were operationalised in accordance with previous studies and recommendations. The hypothesized predictor (independent) variable in the study was Strategic social Marketing. Operating environment was theorized as a moderating variable while performance of CBOs was the dependent variable. Strategic social marketing construct was operationalised following French et al., (2011) three dimensions of policy, strategy and implementation. These three were measured indirectly through multiple indicators as suggested by French et al., (2011). The scale required respondents to indicate, on a 5-point Likert type scale, the perceived agreement to specified statements that identified an organization's involvement in activities associated with policy development, policy implementation, strategy development and implementation.

Operating environment was categorised into internal and external environment. Internal environment was operationalised on dimensions of staff and skills, shared values, organization systems and structure and leadership style as per McKinsey 7S's model (Waterman et al., 1980) and respondents were required to indicate on a multiple indicator, extent to which they perceived their organization to possess the highlighted internal aspects. Organizational demographics were operationalized on basis of age. Shared values, organization systems and structure, leadership style, and work climate, were measured using likert-type scale as suggested by Wheelen and Hunger (1992). External environment construct was operationalised on dimensions of complexity, dynamism, heterogeneity, capacity and domain consensus as recommended by Tolbert and Hall (2009). Lastly performance of community based HIV and AIDS organizations was operationalised on basis of effectiveness, efficiency, relevance and financial viability proposed by Marta (2008) and measured on a rating

scale recommended by International Development Research Centre (www.idrc.ca.). A summary of the operationalization of the variables is provided in Table 3.1.

Table 3.1: Summary of Operationalization of Study Variables

Variable	Nature	Indicator	Measures used	Questionnaire
Strategic Social Marketing	Independent variable	Policy- participation of the CBO in policy development process at community and national levels; consumer research which allows community participation	Direct measure and rating scale	Q: part I and III (a)
		Strategy- at corporate level – existence of strategic mission statement, intent, philosophy, definition of expected outcomes, strategic objectives, inputs, specific responsibilities and the expected time frame).	Direct measure and rating scale	Q: part III (b)
		Implementation or social marketing tactics (social marketing mix and interventions detailing who, what, when, where and how).	Direct measure and rating scale	Q: part III (c)
Operating Environment	Moderating variable	**External environment:** Complexity (number of components in an organization's environment such as political, legal, economic and socio cultural factors and: extent of organization's knowledge about these components).	5- Point Likert Type Scale	Q: part II (a)
		Dynamism (degree of stability or instability of the environment)	5-Point Likert Type Scale	Q: part II(a)
		Heterogeneity (degree to which the organization faces different demands from different stakeholders)	5-Point Likert Type Scale	Q: part II (b)
		Capacity (level of resources available to an organization).	5-Point Likert Type Scale	Q: part II (c)
		Domain consensus (degree to which there is agreement among related organizations and other groups in the society about which organization have the right to provide particular good/service to whom).	Nominal and 5-Point Likert Type Scale	Q: part II (c)

		Internal environment: Clearly defined internal aspects of the organization - skills, staff, shared values, systems, structure, leadership style , organization age	5-Point Likert Type Scale	Q: part IV
CBO's Performance	Dependent variable	Effectiveness (outcome and impact measured in level of awareness, number of changed behaviour, number of persons who maintain the changed behaviour, the implication of changed behaviour on overall health of the person, etc.)	5-Point Likert Type Scale	Q: part V (a)
		Efficiency (expressed as input-output analysis, that is cost per programme, output per staff, overhead, timeliness of service delivery, cost-benefit of the programmes, etc)	5-Point Likert Type Scale	Q: part V (b)
		Relevance (stakeholders' satisfaction, number of new programmes and services, changes in partners attitudes, changes in roles, changes in funders in terms of quality and quantity, change in reputation among key stakeholders, number of old and new financial contributors, etc.).	5-Point Likert Type Scale	Q: part V (c)
		Financial viability (existing funding sources, CBOs capability to attract new funding from existing and new partners, capital assets and depreciation monitored, reasonable financial surplus from projects to be used in difficult times, level of funding diversification, etc).	5-Point Likert Type Scale	Q: part V (d)

3.9 Reliability and Validity of the Data Collection Instrument

3.9.1 Reliability

Reliability refers to random error in measurement. Reliability indicates the accuracy or precision of the measuring instrument (Norland-Tilburg, 1990). The study used a four-step measure of reliability. First, items that had been tested for reliability by other researchers were adopted. Second, the questionnaire was pre-tested using 20 CBOs randomly selected from the list but 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. The instrument was also discussed with content experts and practitioners in the field of social marketing working in NGOs, CBOs and government agencies. 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. The final tool is attached in Appendix I.

Third, 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 such a value indicates a higher reliability of the instrument (Nunnally and Bernstein, 1994; Polgar and Thomas, 2009). Pertinent results are presented in Appendix XV. The Cronbach's Alpha reliability coefficients contained in Appendix XV indicate high levels of reliability of the instrument with the values ranging from 0.8290 (Effectiveness) to 0.9615 (strategic social marketing). This is above the acceptable minimum value of 0.50 (Cronbach, 1951) and above the recommended value of 0.7 (Nunnally and Bernstein, 1994; Polgar and 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.

Fourth, a factor analysis using Principal Component Analysis (PCA) technique, a 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 elements that measure the variables of the study, avoiding highly correlated variables, thereby increasing research instrument's reliability. Varimax rotation was applied for it attempts to maximize the dispersion of loadings within the components and tries to load a smaller number of variables highly onto each factor. As recommended by Kaiser (1974), only items with Eigen values greater than 1.0 and loadings greater than 0.5 were extracted.

Each study variable was subjected to factor analysis (results present in Appendix VI). 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) measure of sampling adequacy and Bartlett's test of Sphericity. KMO values were greater than 0.5 (>0.5) which is the recommended value (Malhotra and Dash, 2011) indicating that the sample was adequate and that the variance in the study variables was caused by the underlying factors. Barlett test of Sphericity was p= 0.01 which is less than the level of significance of 0.05 indicating that the correlation matrix was not identity. This implies that the study variables were related. The results confirmed the theorized dimensionality of the study constructs.

Strategic Social Marketing was evaluated using three elements, namely policy, strategy and implementation. Policy element was assessed using eight measures and factor analysis produced two critical factors that drive policy dimension in CBOs which cumulatively accounted for 68.93 percent of the total variance in this construct (Appendix VI, Table A_1). Strategy element was assessed using nineteen items. Factor analysis produced three critical factors which cumulatively accounted for 79.93 percent of the total variance in this construct (Appendix VI, Table A_2). When the fourteen items used to measure implementation element were subjected to factor analysis, the results revealed three critical factors which cumulatively accounted for 68.44 percent of the total variance in this construct (Appendix VI, Table A_3).

Operating environment had two elements, internal and external environment. Internal environment was measured using twenty five items. Factor analysis results revealed five critical factors driving internal environment in CBOs which cumulatively accounted for 70.27 percent of the total variance in this construct (Appendix VI, Table A_4). When the twenty five items used to measure external environment were subjected to factor analysis, the results revealed six critical factors that drive external environment element in CBOs which cumulatively accounted for 68.87 percent of the total variance in this construct (Appendix VI, Table A_5).

Effectiveness, a measure of performance was evaluated using 11 items. Factor analysis results revealed three critical factors which together explain 62.26 percent of the variance (Appendix VI, Table A_6). Efficiency was evaluated using eight elements. Factor analysis results revealed two factors which cumulatively accounted for 62.81 percent of the total variance in this construct (Appendix VI, Table A_7). When the 15 items used to assess relevance were subjected to factor analysis, results revealed three factors which cumulatively accounted for 72.18 per cent of the total variance in this construct (Appendix VI, Table A_8). Organizational performance was also evaluated using financial viability dimension. This was evaluated using 9 items which were subjected to factor analysis. The results indicate only one factor and therefore could not be rotated (Appendix VI, Table A_9).

Further, as this study used key informant methods of primary data collection, to ensure data reliability, it was important to test for common methods variance. Common Method Variance (CMV) arises when respondent providing the measure of the predictor and criterion variables are the same person. This is because people try to maintain consistency between their cognitions and attitudes (Doty and Glick, 1998). To evaluate common method variance, the study employed Harman's one-factor test using a procedure suggested by Greene and Organ (1973) and applied by Korsgaard and Roberson (1995) and Iverson and Maguire (2000). The basic assumption of this approach is that if a single factor or general factor accounts for the majority of the covariance among the measures, then common method variance is present (Podsakoff, MacKenzie, Podsakoff and Lee, 2003). Results from this analysis demonstrated presence of twenty three (23) distinct factors with eigenvalue greater than 1.0, rather than a single factor. These factors together accounted for 78% of the total variance;

the first (largest) accounted for only 9% of the variance and therefore did not account for a majority of the variance. This implied that the data collected using key informants was consistent and reliable.

3.9.2 Validity

Validity refers to the extent to which a tool measures what we actually wish to measure. Content validity was used to examine whether the content of the research instrument covered 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 and 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. 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).

Construct validity was also used to evaluate the validity of the instrument. Construct validity refers to the validity of inferences that observations or measurement tools actually represent or measure the construct being investigated. It is the degree to which a measure confirms a network of related hypotheses generated from a theory based on the concepts. This is achieved when the empirical evidence generated by a measure is consistent with the theoretical logic about the concepts (Zikmund, 2003).

In the current study construct validity was assessed through convergent validity tests. Convergent validity refers to the degree to which the scale correlates in the same direction (converge) with other measure of the same construct. Therefore measures of constructs that theoretically should be related to each other are, in fact, observed to be related to each other. Thus 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 and Black, 1998; Zikmund, 2003). Results of these tests 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. Pertinent results are presented in Appendix VII (Table B_1-B_9) and Appendix VIII (Table C_1-C_9).

3.10 Data Analysis

Data were analyzed using both descriptive and inferential statistics in Statistical Package for Social Sciences (SPSS) version 17.0 software. Interpretations were made consistent to the provisions of each test. Descriptive statistics including measures of central tendency and dispersion were calculated to profile organization, individual respondents and the study variables. Pearson's Product Moment Correlation (r) was derived to show the nature and strength of the relationship. Coefficient of determination (R^2) was used to measure the amount of variation in the dependent variable (CBOs' performance) explained by the independent variables (strategic social marketing and operating environment).

Regression analysis was adopted to estimate regression coefficients and determine the prediction level of the models. Accordingly, the regression models for testing hypotheses were estimated in the form of:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 \ldots + \beta_p X_p + \varepsilon_i .$$

Where:

- Y is the dependent variable (performance of CBOs) and is a linear function of X_1, X_2, X_3, X_4.....X_p plus ε_i
- X_{1-p} are independent variables.
- β_0 is regression constant (intercept).
- β_{1-p} is beta coefficient or change induced in Y by each X.
- ε_i is error term that accounts for the variability in Y that cannot be explained by the linear effect of the predictor variables.

To establish the effect of each independent variable on the dependent variable, simple and stepwise multiple regression analyses were conducted. Stepwise multiple regression analysis examines the relationships between a set of independent variables and a dependent variable, after controlling for the effects of some other independent variables on the dependent variable. Stepwise regression is a semi-automated process of building a model by successively adding or removing variables based solely on the *t*-statistics of their estimated coefficients. Using this method in the current study, each variable was entered in sequence and its value assessed. This allowed for assessment of actual value contributed by each variable to the interpretations of the model. A

summary of various hypotheses tested in this study, the statistical test(s) carried out and corresponding interpretations are presented in Table 3.2.

Table 3.2: Research Objectives, Hypotheses, Analytical Methods and Interpretation

Objective(s)	**Hypotheses**	**Analysis Method**	**Interpretation**
Objective 1 To determine the relationship between strategic social marketing and performance of community based HIV and AIDS organizations in Nairobi	**H_1** There is a significant relationship between strategic social marketing and performance of community based HIV and AIDS organizations.	Simple and Multiple Regression $Y = \beta_0 + \beta_1 P + \varepsilon_i$ $Y = \beta_0 + \beta_2 S + \varepsilon_i$ $Y = \beta_0 + \beta_3 I + \varepsilon_i$ $Y = \beta_0 + \beta_1 P + \beta_2 S + \beta_3 I + \varepsilon_i$ **Where**: Y= is a composite score for CBO's Performance. $\beta_{0=}$ regression constant (intercept) $\beta 1, \beta_2$ and β_3 are beta Coefficient $\varepsilon_{i=}$ error term that accounts for the variability in Y that cannot be explained by the linear effect of the predictor variables. P, S and I represent dimensions of strategic social marketing (policy, strategy implementation/social marketing interventions).	The values of R^2, Pearson's Product Moment Correlation (r), Regression Coefficients and change in R^2
Objective 2 To explore the relationship between operating environment and performance of community based HIV and AIDS organizations in	**H_{2a}**: there is a significant relationship between Internal Environment and Performance of CBOs	Simple Regression model $Y = \beta_0 + EE + \varepsilon_i$ **Where:** Y is composite score of CBO's Performance. $\beta_{0=}$ regression constant (intercept) $\beta_4, \beta_5 \ldots\ldots \beta_8$ are beta Coefficient $\varepsilon_{i=}$ error term that accounts for the variability in Y that cannot be explained by the linear effect of the	The values of R^2 Pearson's Product Moment Correlation(r) Regression coefficient

Nairobi		predictor variables. EE is external environment	
	H_{2b}: there is a significant relationship between External Environment and Performance of CBOs	Simple Regression model $Y = \beta_0 + \beta_1 IE + \varepsilon_i$ **Where**: Y is composite score of CBO's performance $\beta_{0=}$ regression constant (intercept) $\beta_9, \beta_{10}..... \beta_{17}$ are beta Coefficient $\varepsilon_{i=}$ error term that accounts for the variability in P that cannot be explained by the linear effect of the predictor variables.	The values of Pearson Product-Moment Correlation(r) R^2 Regression coefficients
	H_{2c}: There is a significant relationship between operating environment and performance of community based HIV and AIDS organizations	Regression model $Y = \beta_0 + \beta_1 EE + \beta_2 IE \ \varepsilon_i$ $Y = \beta_0 + \beta_{18} OE + \varepsilon_i$ **where** Y is a composite score for CBO's Performance. β_0 is regression constant (intercept) $\beta_{18,}$ is beta Coefficient $\varepsilon_{i=}$ error term that accounts for the variability in Y that cannot be explained by the linear effect of the predictor variables. EE is external environment IE is internal environment OE is the composite score for operating environment	The values of R^2, Pearson's Product Moment Correlation(r), Regression Coefficients and change in R^2

Objective 3 To assess the influence of operating environment on the relationship between strategic social marketing and performance community based HIV and AIDS organizations.	**H_3:** Operating environment has a moderating effect on the relationship between strategic social marketing and performance community based HIV and AIDS organizations.	Multiple linear regression analysis **Y=** $\beta_0 + \beta_1 SSM + \beta_2 OE + \beta_3 OE*SSM + \varepsilon_i$ **Where:** Y is composite score for CBO's Performance. SSM is the composite score for Strategic Social Marketing. OE is composite score for Operating Environment β_0 is regression constant (intercept) β_1, β_2 & β are beta Coefficient $\varepsilon_{i=}$ error term that accounts for the variability in Y that cannot be explained by the linear effect of the predictor variables.	A significant change in adjusted R^2 upon introduction of the interaction term (OE) confirms moderating effect of the term.
Objective 4 To establish the joint effect of strategic social marketing and operating environment on performance of community based HIV and AIDS organizations	**H_4** The combined effect of strategic social marketing and operating environment on performance CBOs is dissimilar from their independent effects on the same variable	Multiple Linear Regression equation that is: $Y=\beta_0 + \beta_1 SSM + \beta_2 OE + \varepsilon_i$ Where: Y is composite score for CBO's performance SSM is the composite score for Strategic Social Marketing. OE is composite score for Operating environment $\beta_{0=}$ regression constant (intercept) β_1, β_2 are beta Coefficient and $\varepsilon_{i=}$ error term	Student t-statistics to assess significance of individual variables.

3.11 Chapter Summary

This chapter has discussed the research methodology in terms of research philosophy, research design, research settings, population of the study and the sampling frame. The chapter has also presented a discussion on data sources and collection methods, questionnaire design and pre-testing. Operationalization of the research variables, reliability and validity tests as well as data analytical techniques adopted for the study have also been presented. The next section presents research findings and their interpretation.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents research findings results and discussion consistent with the research objectives and the hypotheses. It describes the response rate and tests for parametric tests assumptions. This chapter also presents CBOs and key informants profiles, relationships between the study variables and hypotheses test results and discussion of these results. The chapter ends with a tabular summary of hypotheses and a new conceptual framework based on the key findings of the study.

4.2 Response Rate

Data was coded and then cleaned to ensure consistency. Although the study intended to survey 183 CBOs, data were successfully collected from 163 CBOs distributed across the 8 constituencies that made Nairobi County at the time. This represents 89% response rate. This was achieved through the support of head of communication in NACC and constituency AIDS coordinators. Through them, prior arrangements were made with the organizational leaders. The leaders were informed in advance of researcher's intention to meet and interact with them. Pertinent results are shown Table 4.1.

Table 4.1: Response Rate

Constituency	Population(N)	Sample (n)	Achieved sample(n)	%Achieved
Dagoretti	80	42	38	20.8
Embakasi	44	23	21	11.5
Kamukunji	30	16	16	8.7
Kasarani	36	18	18	9.8
Langata	45	24	21	11.5
Makadara	42	22	20	10.9
Starehe	43	23	16	8.7
Westlands	30	15	13	7.1
TOTAL	**350**	**183**	**163**	**89%**

The response rate presented in Table 4.1 was achieved because the Constituency Aids Coordinator and through Head of Communication in NACC communicated to the CBOs of my intention to meet and interact with them. From the results presented in Table 4.1, Dagoretti constituency had the highest number of participating CBOs at 38 followed by Embakasi and Langata both at 21 CBOs each. Westlands had the lowest number of participating organizations.

4.3 Assessment of Normality, Linearity and Homoscedasticity

The study data were tested for the major assumptions of parametric data analysis. Normality was tested using Kolmogrov-Smirnov (K-S) one-sample test, a non parametric goodness of fit test. This is a goodness-of-fit measure for continuous scaled data. This test compares the cumulative distribution function for variables within a specified distribution (Malhotra and Dash, 2011**;** Conover, 1999). The goodness-of-fit test evaluated whether the observations could reasonably have come from the specified distribution. The results of the K-S tests for the study variables, namely, strategic social marketing, operating environment and performance of CBOs revealed that the data were normally distributed (Pertinent results are presented in Appendix IX).

To test for linearity, ANOVA and Linearity test were used. Strategic social marketing and operating environment were tested for linearity along their indicators of policy, strategy, implementation and internal and external environment respectively. Tests results for strategic social marketing and performance as well as operating environment and performance had a significance value which was smaller than 0.05, indicating that there is a linear relationship between strategic social marketing and performances as well as operating environment and performance. Pertinent results are contained in Appendix X: Table D_1-D_9.

Homoscedasticity (homogeneity of variance) refers to the assumption that the dependent variable exhibits similar amounts of variance across the range of values for an independent variable (Hair et al). To test for homoscedasticity, Levene test (1960) for equality of variance was computed using one-way Anova procedure. For majority of CBOs performance (dependent variable) indicators, Levene's probability statistics

were more than the significance level of 0.01 (Appendix XI). This implies that the variances are equal. Multicollinerity in the current study was tested using Variance Inflation Factor (VIF) calculated using SPSS regression procedure as well as examination of correlation coefficient among variables. Multicollinearity refers to the linear correlation among variables. The VIF for all independent and dependent variables were found to be less than 3 (VIF≤3) indicating that there is no problem of multicollinearity. This implied that Independent variables were not highly correlated while independent and dependent variables correlated highly. These results are presented together with hypotheses test results.

4.4 Profile of Individual Respondents

Identifiable characteristics relating to respondents included length of time in service within that organization (years), designation, gender, and highest level of education attained.

4.4.1 Respondents' Gender and Highest Level of Education

In the study, individual respondents were both male and female and had attained varied levels of education. The results are presented in Table 4.2.

Table 4.2 Respondents' Gender and Highest Level of Education Attained

	Male		**Female**		**Total**	
Level of education	**N**	**%**	**N**	**%**	**n**	**%**
Standard 8	9	11	15	19	24	15
KCSE or equivalent	24	28	23	30	47	29
Certificate	4	5	15	19	19	12
Diploma	30	35	20	26	50	30
Bachelors Degree	13	15	4	5	17	10
Masters degree	5	6	1	1	6	4
PhD degree	0	0	0	0	0	0
Total	**85**	**100%**	**78**	**100%**	**163**	**100%**

Results presented in Table 4.2 indicate that 85 (52.1%) of the respondents were male while 78(47.9%) were female. Table 4.2 also shows that over one third (35%) of the male respondents held diploma level of education while only one third (26%) female respondents had attained same level of education. In both gender, there was no PhD degree holder and only 4% of the respondents had a master's degree. More

respondents (30%) had diploma as the highest level of education. This indicates that the management teams of CBOs do not have enough capacity to run these organizations. This can lead to lack of capacity to engage with donors in bidding and proposal writing.

4.4.2 Respondents' length of service in the organization

Respondents' length of service in their current organizations was also profiled against their gender as shown in Table 4.3.

Table 4.3 Respondents' length of service across gender

	Male		**Female**		**Total**	
Length of Service	**N**	**%**	**N**	**%**	**N**	**%**
2 years and below	15	18	10	13	25	15
3-6 years	38	45	33	42	71	43
7-10 years	22	26	23	30	45	28
11-14 years	9	10	7	9	16	10
over 14 years	1	1	5	6	6	4
Total	85	**100%**	78	**100%**	163	**100%**

Results presented in Table 4.3 indicate that of the 85 (52.1%) male respondents only 1(1%) had worked for over 14 years in the same organization while majority (45%) had worked between 3 to 6 years in the same organization. In comparison, Table 4.3 shows that of the 78(47.9%) female respondents, 5(6%) had worked for over 14 years in the same organizations while majority (42%) had worked between 3 to 6 years in the same organization. Overall, the findings indicate that more respondents (43%) work in an organization for 3 to 6 years and then move on. These findings indicate that both male and female leave the organizations mostly after six years of service. This implies that many CBOs are not able to retain their staff which can lead to low performance and high expenses. This is because the organization will have already trained those leaving and would also require to train the new ones.

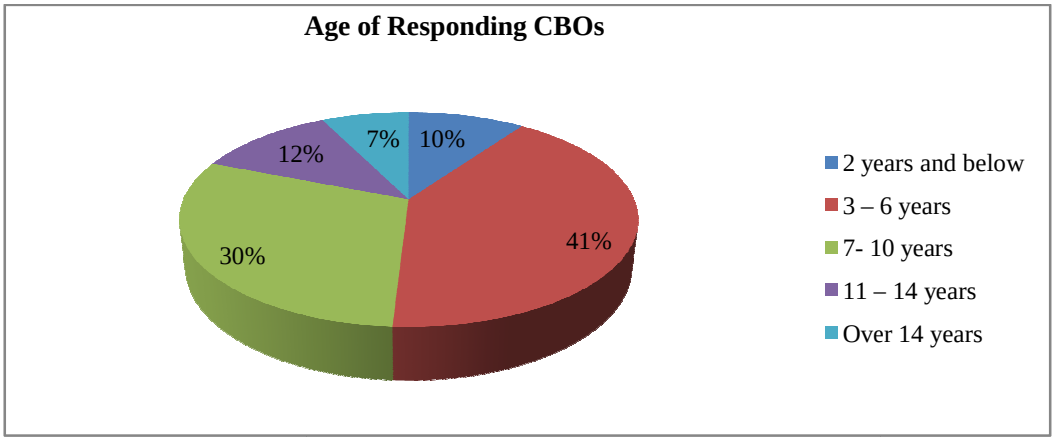
4.5 Profile of the Responding CBOs

This section provides profile of the responding CBOs. Responding CBOs were evaluated using the following characteristics: Age, geographical location, sources of funds and HIV and AIDS interventions.

4.5.1 Age of the Responding CBOs

From the research findings, a total of 163 CBOs participated in this survey across all constituencies within Nairobi County. The CBOs' age ranged from two years and below to 14 years and above. Age distribution results are presented in Figure 4.1

Fig. 4.1: Age of Responding CBOs

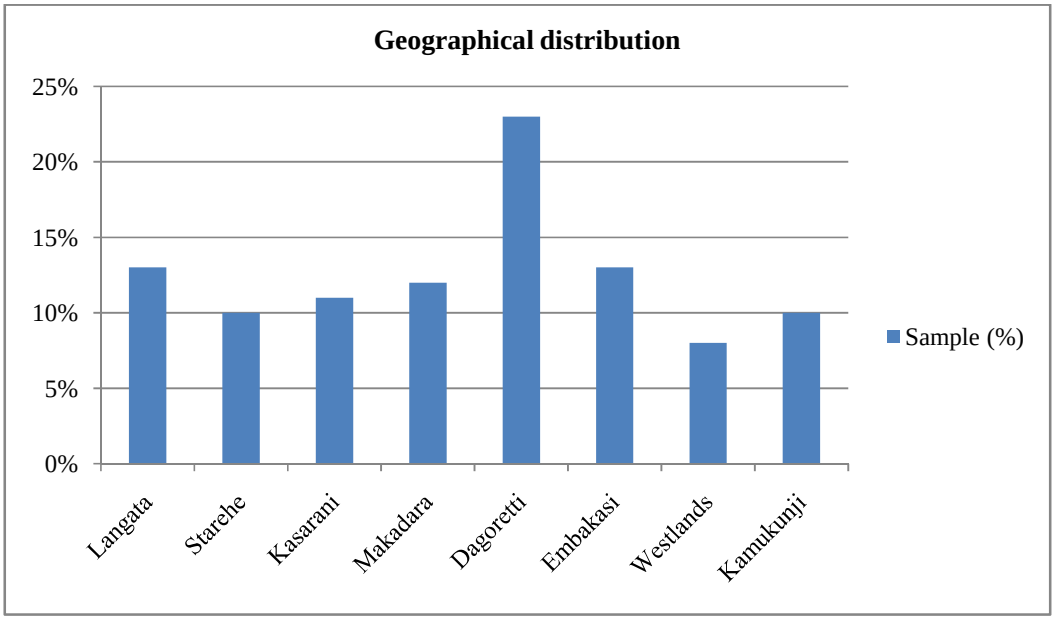


As shown in Figure 4.1, majority (41%) of the participating CBOs were two years and below while only 7% had been in existence for more than 14 years. These results indicate that many CBOs are started but few last long enough to continue their activities over a long period of time. This raises questions of the sustainability of these types of organizations.

4.5.2 Geographical Distribution of the CBOs

Responding CBOs were drawn from eight constituencies within Nairobi County as illustrated in Fig. 4.2.

Figure 4.2: Geographical Distribution of Responding CBOs



As shown in Fig. 4.2, Dagoretti Constituency had the highest number of participating CBOs at 23% (38) of the sample, followed by Embakasi and Langata both at 13% (21). The least number of CBOs came from Westlands with only 8% (13). Dagoretti and Embakasi form the largest constituencies in Nairobi and they equally have large population. At the same time, these constituencies have active organizations whose focus is to grow their membership.

4.5.3 Sources of Funding

Research findings indicate that CBOs' have varied sources of funds. These sources were however not mutually exclusive. The results are as presented in Table 4.4.

Table 4.4 Sources of Funding for the CBOs

Sources of funds	Sample (n)	Yes %)	No (%)	Total %)
Government of Kenya Agencies	163	49.1	50.9	100
Community Members	163	62	38	100
International Donors	163	31.9	68.1	100
Local Donors and Private organizations	163	36	64	100
Religious institutions	163	12.3	87.7	100
Members contribution	163	17.8	82.2	100
Merry go rounds	163	10	90	100
Income Generating activities	163	9	91	100
Well wishers	163	5	95	100
Friends	163	2	98	100
Total	**163**			**100%**

As illustrated in Table 4.4, 62% of the surveyed organizations got their funding from community members. This is consistent with the definition of CBOs that they are community organizations formed and supported by the community members. Research findings presented in Table 4.4 also indicate that about half of the organizations (49.1%) got financial support from government agencies such as NACC through their Total War against Aids Project (TOWA) from time to time. Religious institutions supported only 12.3% of the surveyed CBOs. This is understandable as CBOs are not faith based organizations. Other alternative funding for CBOs as identified in this study came from members' contributions with 17.8%. Only 9% of the responding CBOs had income generating activities indicating lack of wealth creation activities which results in financial sustainability of these organizations.

4.5.4 HIV and AIDS Interventions

The CBOs surveyed in this study were involved in more than one HIV and AIDS intervention as shown in Table 4.5.

Table 4.5 HIV and AIDS Interventions by CBOs

HIV and AIDS interventions	Sample (n)	Yes %)	No (%)	Total %)
HIV and AIDS awareness	163	94.5	4.5	100
HIV and AIDS Prevention	163	73.6	26.4	100
Care and Support	163	44.2	55.8	100
Treatment Access and Literacy	163	14.1	85.9	100
Other HIV and AIDs related activities	163	58.3	41.7	100
Total	**163**			**100%**

As illustrated in Table 4.5, out of the surveyed CBOs, 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. Further, results show that CBOs are involved in other HIV and AIDS related activities including Behaviour Change Communication (BCC), counselling, Home Based Care (HBC), Referrals, HIV Testing and Counselling (HTC), Prevention of Mother to Child Transmission (PMTCT) and Orphans and Vulnerable Children (OVCs) support among others. The results indicate that large part of HIV and AIDS funds is spent on awareness and prevention activities while very small part of the funds is used in treatment literacy and access. Therefore, more people would be aware of their status but have no knowledge on where to access treatment. This would lead to increased level of infections as people despair (reversing gains of awareness creation) as well as succumb to infections which would have been dealt with if treatment was made accessible.

4.6 Description of the Study Variables

Table 4.6 presents descriptive statistics for each of the research variables measured by a likert-type scale and one-sample t-test with a theoretical value of zero to evaluate whether the variables varied from one organization to another.

Table 4.6 One sample t- test for Strategic Social Marketing, Operating Environment and performance of CBO

One-Sample Statistics						
	N	Mean score	Std. Deviation	Std. Error Mean	t	Sig. (2-tailed) (p-value)
Policy	163	3.4969	.80231	.06284	55.647	.000
Strategy	163	4.0433	.69132	.05415	74.670	.000
Implementation	163	3.9408	.65010	.05092	77.394	.000
Internal environment	163	3.8717	.62136	.04867	79.552	.000
External environment	163	3.4982	.71478	.05599	62.482	.000
Effectiveness	163	3.7275	.63795	.04997	74.597	.000
Efficiency	163	3.5828	.75773	.05935	60.368	.000
Relevance	163	3.5632	.70566	.05527	64.467	.000
Financial viability	163	2.2195	.87428	.06848	32.412	.000
t-test for equality of means: test value =0 (H_o: there is no difference expected between the means, at ά=0.05, 2-tailed); reject H0 if p value ≤ ά, otherwise fail to reject H_o If p> ά						

The findings presented in Table 4.6 indicate that strategy dimension of strategic social marketing had the highest mean score at 4.043. In addition, Table 4.6 also indicates that internal and external environments had a mean of 3.8717 and 3.4982 respectively. Performance indicators of effectiveness, efficiency, relevance and financial viability are shown to have a mean of 3.7275, 3.582, 3.5632 and 2.219 respectively. The results of one-sample t-tests with a theoretical value of zero (no significant difference expected in the means scores) presented in Table 4.6 established that the mean score measures differed significantly across the CBOs. For strategic social marketing measures, implementation had the highest difference (t-value=77.394, $p<0.05$). For operating environment measures, internal environment had the highest difference (t-value=79.552, $p<0.05$). CBO performance measures also showed significant differences with effectiveness recording the highest difference (t-value=74.597, $p<0.05$), followed by relevance (t-value=64.467, $p<0.05$. Therefore, for all the measures used in the study, significant differences existed across different CBOs.

4.7 Correlations among the Studied Variables

The general objective of the current study was to establish the influence of strategic social marketing and operating environment on performance of community based HIV and AIDS organizations in Nairobi County. In order to assess the relationships among the research variables, a correlation analysis was conducted.

4.7.1 Strategic Social marketing and CBO's Performance

As conceptualized in the study, strategic social marketing construct had three indicators of policy, strategy and implementation dimensions. Likewise, performance of CBO's construct had four indicators, namely: effectiveness, efficiency, relevance and financial viability. A Pearson's product moment correlation analysis was conducted to examine the relationships between strategic social marketing and performance of CBOs. The relevant results are contained in Table 4.7.

Table 4.7 Correlations for Strategic Social Marketing and Performance of CBOs

	Correlations									
	Variable	1	2	3	4	5	6	7	8	9
1	Policy	1								
2	Strategy	.606**	1							
3	Implementation	.568**	.722**	1						
4	Effectiveness	.519**	.463**	.498*	1					
5	Efficiency	.554**	.598**	.667**	.557**	1				
6	Relevance	.509**	.598**	.705**	.593**	.791**	1			
7	Financial Viability	.382**	.370**	.466**	.467**	.621**	.673**	1		
8	Strategic social marketing	.774**	.934**	.880**	.553**	.693**	.695**	.457**	1	
9	Performance	.579**	.605**	.698**	.762**	.877**	.922**	.813**	.713**	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									

Results presented in Table 4.7 show varied degree of interrelationships. Both policy and strategy are 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 of resources. Implementation and relevance are significantly correlated (r=0.705 p<.01; sig. 2-tailed =0.000<0.05). This suggests that implementation plans are determined by the relevance of the programmes designed by the CBOs. However, all indicators of strategic social marketing are shown to lowly but significantly correlate with financial viability. Strategic social marketing and relevance are demonstrated to have a positive significant correlation (r=0.696, p<.01; sig. 2-tailed =0.000<0.05) but it has low correlation with financial viability (r=0.458, p<.01; sig. 2-tailed =0.000<0.05). This suggests that financial viability of CBOs is influenced by many factors besides use of strategic social marketing approach.

4.7.2 Operating Environment and CBO's Performance

A Pearson's product moment correlation analysis was conducted to determine the correlation between operating environment and performance of CBO. The two indicators of operating environment, that is, internal and external environment were correlated with performance indicators. Pertinent results are shown in Table 4.8.

Table 4.8 Correlations for Operating Environment and Performance of CBOs

	Variable	1	2	3	4		6	7	8
1	Internal Environment	1							
2	External Environment	.673(**)	1						
3	Operating environment	.902(**)	.927(**)	1					
4	Effectiveness	.483(**)	.541(**)	.562(**)	1				
5	Efficiency	.750(**)	.695(**)	.788(**)	.557(**)	1			
6	Relevance	.739(**)	.707(**)	.789(**)	.593(**)	.791(**)	1		
7	Financial Viability	.540(**)	.578(**)	.612(**)	.467(**)	.621(**)	.673(**)	1	
8	Performance	.749(**)	.749(**)	.818(**)	.762(**)	.877(**)	.922(**)	.813(**)	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 = 0.01 and 0.05. Sample (n) =163								

The correlation results presented in Table 4.8 points out that internal environment and efficiency are significantly correlated (r=0.750, p<.01; sig. 2-tailed =0.000<0.05). This suggests that a company's ability to use resources with minimum wastage is determined by skills and systems existing within the organization. In addition, external environment is depicted to be significantly correlated with relevance

(r=0.707, p<.01; sig. 2-tailed =0.000<0.05). This high correlation suggests that programme determination and identification is shaped by the existing external environment. Both internal and external environment have low positive correlation with effectiveness indicating that though internal and external environments might hinder organizations from determining correctly what is to be done and when, the level of interference is low. This supports the ideas that have been put forward by other authors such as Weinreich (2011) that definition of outputs and outcomes of specific projects and programmes are highly influenced by the funding agencies.

4.7.3 Strategic Social Marketing, Operating Environment and Performance

In order to explore whether significant associations existed between strategic social marketing, operating environment and performance of CBOs, aggregate mean scores for the variables were subjected to Pearson product moment correlation analysis. Relevant results are presented in Table 4.9

Table 4.9 Correlations for strategic social marketing, operating environment and performance of CBOs

Variables	1	2	3
1. Strategic social marketing	1		
2. Operating environment	.774(**)	1	
3. Performance of CBO	.713(**)	.818(**)	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 = 0.01 and 0.05. Sample (n) =163			

As shown in Table 4.9, strategic social marketing and performance of CBOs are positively and statistically correlated (r=0.713, p<.01; sig. 2-tailed =0.000<0.05). Strategic social marketing and operating environment are also positively correlated (r=0.774, p<.01; p<.01; sig. 2-tailed =0.000<0.05). Similarly, the results also indicate that there is a strong statistically significant positive correlation between operating environment and performance of CBOs (r=0.818, p<.01 sig. 2-tailed =0.000<0.05). This may imply that availability of appropriate internal systems, a favourable external environment and approaching social marketing activities from a strategic perspective might contribute significantly to the performance of CBOs.

4.8 Tests of Hypotheses

The current study was based on the premise that strategic social marketing influences performance of Community Based HIV and AIDS Organizations but this influence is moderated by an organization's operating environment. In order to test the respective hypotheses, simple, multiple and stepwise multiple linear regression analyses were conducted at 95 percent confidence level (ά=0.05). Because Strategic Social marketing (IV), Operating Environment (MV) and Performance of CBOs (DV) were measured using more than one measure, each Performance indicator was regressed against each dimension of independent and moderating variables using simple regression analysis. Thereafter, aggregate mean scores for performance were regressed against each dimension of Strategic Social Marketing, operating environment as well as against aggregate mean scores of Strategic social Marketing and Operating environment. To evaluate the contribution of each construct in the independent and moderating variables, stepwise multiple regression analysis was carried out. Six main hypotheses were tested in this study. The pertinent results are presented in the sections that follow.

4.8.1 Simple and Stepwise Multiple Regression: Policy, Strategy and Implementation Predicting CBOs' Effectiveness

To evaluate influence of three dimensions of strategic social marketing; policy, strategy and implementation on effectiveness, simple and stepwise multiple regression analyses were carried out. Simple regression results are presented in Table 4.10.

4.10: Simple Regression: Policy, Strategy and Implementation Predicting Effectiveness

	Policy	Strategy	Implementation
R	0.519	0.463	0.498
R2	0.270	0.215	0.248
F	59.498	44.049	53.109
Sig (p)	0.000	0.000	0.000
Constant	2.283	1.998	1.801
B	0.413	0.428	0.489
s.e.	0.054	0.064	0.067
β (beta)	0.519	0.463	0.498
T	7.714	6.637	7.228
Sig (p)	0.000	0.000	0.000
Where: B is unstandardized coefficient; s.e. is standard error; β (beta) is standardized Coefficient Dependent Variable: Effectiveness Independent Variables: Policy, Strategy, Implementation			
Source: Primary Data			

The Simple regression results of Policy, Strategy and Implementation produced an R^2 of 0.270, 0.215 and 0.248 respectively for each construct as presented in Table 4.10. This implies that Policy scores explain more of the variation of effectiveness scores at 27% while strategy explains the least at 21.5%. Further, the results also reveal a statistically significant positive linear relationship between Policy and Effectiveness (beta 0.519, p-value=0.001). Therefore, we accept the hypothesis at $\acute{\alpha}$=0.05 and conclude that policy, strategy and implementation influence CBO's effectiveness. The statistically significant positive relationship between Policy and effectiveness suggests that CBOs' participation in policy development enable them to clearly outline the expected outputs and methods of achieving them.

Stepwise multiple regressions were conducted to evaluate whether policy, strategy and implementation were necessary to predict CBO's Effectiveness. At 1^{st} ,2^{nd} and 3^{rd} steps of the analysis, implementation, strategy and policy were entered into the regression equation and were found to be significantly related to CBO's Effectiveness $F(1,161)=53.109$ $p<.001$; $F(2,160)=29.684$ $p<.001$ $F(3,159)=26.545$ $p<.001$. The multiple regression coefficients were 0.253, 0.084 and 0.325 respectively; indicating that approximately a unit change in Policy would lead to 32.5% change of CBO's

effectiveness. However, at step 2 strategy was left out (t = 0.844, p=0.4000 > .05) implying that its contribution to effectiveness of CBOs was not significant (Appendix XII, Table G_1). This implies that when strategy is combined with policy and implementation, its contribution to effectiveness become insignificant. Further, these results imply that focus on policy and implementation would enable an organization to improve its ability in defining its outputs, outcomes and expected impact.

4.8.2 Simple and Stepwise Multiple Regression: Policy, Strategy and Implementation Predicting CBOs' Efficiency

To evaluate contribution of policy, strategy and implementation to CBOs' efficiency, simple and stepwise multiple regression analyses with policy, strategy and implementation predicting CBOs' efficiency were carried out. The results for simple regression are reported in Table 4.11.

Table 4.11: Simple Regression: Policy, Strategy and Implementation Predicting Efficiency

	Policy	Strategy	Implementation
R	0.554	0.598	0.667
R2	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 Dependent Variable: Efficiency Independent Variables: Policy, Strategy, Implementation			
Source: Primary Data			

The Simple regression analysis results presented in Table 4.11 indicate an R^2 of 0.307, 0.358 and 0.445 respectively for policy, strategy and implementation all predicting efficiency. These results indicate that dimensions of strategic social marketing explain one third and above of the variation in efficiency. However, implementation scores explain more of the variation in efficiency at 44.5%. Further, the results also

revealed a statistically significant positive linear relationship between Implementation and efficiency (beta 0.667, p-value=0.000). Therefore, we accept the hypothesis at ά=0.05 and conclude that implementation has an effect on Efficiency. The statistically significant positive relationship between implementation and efficiency suggests that proper implementation can increase the level of 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 regression coefficients were 0.520 and 0.259 for implementation and policy respectively; indicating that approximately one unit change in implementation would lead to 52.0 % change of CBO's efficiency. These results imply that, participation of CBOs in policy development process both at national and local level does not affect how they utilize their resources. Strategy was left out at step 2 strategy (t = 1.807, p=0.073 > .05) indicating that its contribution to relevance when combined with policy and implementation was not significant implying that, CBOs ability to utilize resources in right way for the right purpose is influenced by other factors other than existence of a strategy. Further details are provided in Appendix XII, Table $G_{2.}$

4.8.3 Simple and Stepwise Multiple Regression: Policy, Strategy and Implementation Predicting Relevance of CBOs' Programmes

Contribution of policy, strategy and implementation to CBOs' relevance was evaluated using simple and stepwise multiple regression analyses with policy, strategy and implementation predicting CBOs' relevance. The simple regression results are reported in Table 4.12.

Table 4.12: Simple Regression: Policy, Strategy and Implementation Predicting Relevance

	Policy	Strategy	Implementation
R	0.509	0.598	0.705
R2	0.259	0.358	0.497
F	58.181	89.771	159.377
Sig (p)	0.000	0.000	0.000
Constant	1.999	1.094	0.546
B	0.447	0.611	0.766
s.e.	0.060	0.064	0.061
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 Dependent Variable: Relevance Independent Variables: Policy, Strategy, Implementation			
Source: Primary Data			

As shown in the simple regression analysis results in Table 4.12, policy, strategy and implementation predicting relevance produced an R^2 of 0.259, 0.358 and 0.497 respectively for each construct. These results imply that implementation scores explain more of the variation of relevance at 49.7%. The regression results in Table 4.12 also reveal a statistically significant positive linear relationship between Implementation and relevance (beta 0.705, p-value=0.000). Therefore, we accept the hypothesis at ά=0.05 and conclude that implementation has an impact on relevance. The statistically significant positive relationship between implementation and relevance of CBOs' programmes implies that proper implementation inform programmes determination and design process. At the same time, the plans set in implementation will determine how resources are used.

To further evaluate whether policy, strategy and implementation were necessary to predict CBO's relevance, stepwise multiple regressions were conducted. The results presented in Appendix XIV: Table G_2 indicate that at 1st and 3rd steps of the analysis implementation and policy were entered into the regression equation and were found to be statistically significantly related to CBO's Relevance F(1,161)=159.377 p=0.000 <.001 and F(2,160)=84.859 p=0.000<.001 for implementation and policy

respectively. The multiple regression coefficients were 0.615 and 0.160 for implementation and policy respectively; indicating that approximately one unit change in implementation would lead to 61.5% change in relevance. The contribution of policy to relevance is only 16% implying that participation in policy development does not shape how resources will be utilized as well as programmed determination and design. At step 2, strategy was left out (t = 1.627, p=0.106 > .05) indicating that strategy does not significantly contribute to relevance of CBOs programme (Appendix XII: Table G_3).

4.8.4 Simple and Stepwise Multiple Regression: Policy, Strategy and Implementation Predicting Financial Viability of CBOs

To evaluate contribution of policy, strategy and implementation to financial viability of CBOs, simple and stepwise multiple regression analyses with policy, strategy and implementation predicting CBOs' financial viability were carried out. The pertinent results are presented in Table 4.13.

Table 4.13: Simple Regression: Policy, Strategy and Implementation Predicting Financial Viability

	Policy	Strategy	Implementation
R	0.382	0.370	0.466
R2	0.146	0.137	0.217
F	27.560	25.473	44.627
Sig (p)	0.000	0.000	0.000
Constant	0.763	0.330	-0.249
B	0.417	0.467	0.627
s.e.	0.079	0.093	0.094
β (beta)	0.382	0.370	0.466
T	5.250	5.047	6.680
Sig (p)	0.000	0.000	0.000
Where: B is unstandardized coefficient; s.e. is standard error; β (beta) is standardized Coefficient Dependent Variable: Financial viability Independent Variables: Policy, Strategy, Implementation			
Source: Primary Data			

The Simple regression analysis of Policy, strategy and Implementation produced an R^2 of 0.146, 0.137 and 0.217 respectively for each construct. These results imply that

implementation scores explain more of the variation in financial viability scores at 21.7%. These results imply that other factors explain more of the variation in financial viability. The regression results in Table 4.13 also reveal a statistically significant positive linear relationship between Implementation and financial viability (beta 0.466, p-value=0.000). Therefore, we accept the hypothesis at ά=0.05 and conclude that implementation contributes to financial viability of CBOS. Further, the statistically significant positive relationship between implementation and financial viability was established in these results indicate that proper implementation influences future funding for CBOs as they are able to prove to the donors that they can achieve the set targets.

Stepwise multiple regressions were conducted to evaluate whether policy, strategy and implementation were necessary to predict financial viability of CBOs. At 1st and 3rd steps of the analysis, implementation and policy were entered into the regression equation and were found to be significantly contribute to financial viability of CBOs $F(1,161)=44.627$ $p=0.000<.001$ and $F(2,160)=24.920$ $p=0.000<.001$ respectively. The multiple regression coefficients were 0.367 and 0.174 for implementation and policy respectively; indicating that approximately one unit change in implementation would lead to 36.7 % change of financial viability of CBO. At step 2 strategy was left out ($t = -0.017$ $p=.987> .05$) implying that its contribution to financial viability of CBOs was not statistically significant. This implies that the strategies selected by CBOs' do not necessarily lead to an increase in CBO's capacity to attract funding (Appendix XII: Table G_4).

4.8.5 Influence of Strategic Social Marketing on Performance

Simple and multiple regression analyses were carried out to evaluate effect of strategic social marketing on performance of CBOs. This was carried out at four levels. First aggregate mean scores of performance were regressed against each dimension of strategic social marketing including policy, strategy and implementation. Second, simple regression analysis was carried out with aggregate mean scores of strategic social marketing predicting each performance indicator. Third, stepwise regression was carried out for policy, strategy and implementation with performance as the dependent variable. Fourth, aggregate mean scores for performance were regressed against aggregate mean scores of strategic social Marketing.

To evaluate whether policy, strategy and implementation were necessary to predict CBO's performance, simple and stepwise multiple regressions were conducted. The results are presented in Table 4.14.

Table 4.14: Simple Regression: Policy, Strategy and Implementation Predicting Performance

	Policy	Strategy	Implementation
R	0.579	0.605	0.698
R2	0.335	0.366	0.488
F	81.004	92.895	153.305
Sig (p)	0.000	0.000	0.000
Constant	1.778	1.145	0712
B	0.449	0.545	0.669
s.e.	0.050	0.057	0.054
β (beta)	0.579	0.605	0.698
T	9.000	9.638	12.382
Sig (p)	0.000	0.000	0.000
Where: B is unstandardized coefficient; s.e. is standard error; β (beta) is standardized Coefficient Dependent Variable: Performance Independent Variables: Policy, Strategy, Implementation			
Source: Primary Data			

The Simple regression results shown in Table 4.14 indicate an R^2 of 0.579, 0.605 and 0.698 for policy, strategy and implementation predicting performance respectively. These results imply that implementation scores explain more of the variation in performance at 69.8%. Further, the results also indicate a statistically significant positive linear relationship between Implementation and performance (beta 0.698 p-value=0.000). Therefore, we accept the hypothesis at ά=0.05 and conclude that policy, strategy and implementation each at individual level impacts on performance. The statistically significant positive relationship between implementation and performance suggests that proper implementation influences overall performance of CBOs. At the same time, the statistically significant positive relationship between policy, strategy and performance indicate that involvement in policy development and development of strategies can enable CBOs to achieve more.

Stepwise multiple regressions were conducted to evaluate whether policy, strategy and implementation were necessary to predict performance of CBOs. 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 performance of CBOs $F(1,161)=153.305$ $p=0.000<.001$ and $F(1,160)=92.661$ $p=0.000<.001$ respectively. The multiple regression coefficients were 0.546 and 0.026 for implementation and policy respectively; indicating that approximately a unit change in implementation would lead to 54.6 % change in performance of CBO. This implies that implementation contributes substantially to the performance of CBOS. This means that, failure to implement programmes appropriately can result in low performance within organizations. At step 2 strategy was left out ($t = -1.379$ $p=0.170>0.05$) implying that its contribution to performance of CBOs was not statistically significant. This implies that the strategies selected by CBOs' do not necessarily lead to an increased level of performance(Appendix XII: Table G_4).

To assess the influence of Strategic Social Marketing on Performance of CBOs, the research had set the following hypothesis:

H_1: There is a statistically significant relationship between Strategic Social Marketing and Performance of Community based HIV and AIDS Organizations.

The simple regression results of strategic social marketing against each dimension of performance are presented in Table 4.15 (a) & (b).

Table 4.15(a): Results of Goodness-of-fit of the Regression of CBOs' Effectiveness, Efficiency, Relevance and Financial Viability on Strategic Social Marketing

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.553[a]	.305	.301	.53333
a**. Predictors**: (Constant), Strategic Social Marketing				
Dependent Variable: Effectiveness				
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				
Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.695[a]	.483	.479	.50914
a. Predictors: (Constant), Strategic Social Marketing				
Dependent Variable: Relevance				
Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.457	.209	.204	.77990
a. Predictors: (Constant), Strategic Social Marketing				
Dependent Variable: Financial Viability				
Source: Primary Data				

Table 4.15 (b): 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)	1.494	.269		5.560	.000
	Strategic social marketing	.572	.068	.553	8.414	.000
a. Dependent Variable: Effectiveness						

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						

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.458	.257		1.784	.076
	Strategic social marketing	.796	.065	.695	12.255	.000
a. **Dependent Variable**: Relevance						

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.314	.393		-.798	.426
	Strategic social marketing	.649	.099	.457	6.525	.000
a. **Dependent Variable**: Financial Viability						

Source: Primary Data

The simple regression results presented in Table 4.15 (a) indicate an R^2 of 0.305, 0.480, 0.483 and 0.209 respectively for each performance construct regressed against aggregate mean scores of strategic social marketing. These results imply that strategic social marketing scores explain more of the variation of relevance of CBO's programmes at 48.3% than other measures of performance. This also suggests that use of Strategic social marketing approach contributes to CBOs' programme design. The results further indicate that strategic social marketing explains only 20.9% of CBOs financial viability implying that strategic social marketing approach does not to a large extent result in a CBO's ability to attract more funding.

The regression results in Table 4.15(b) reveals a statistically significant positive linear relationship between Strategic Social Marketing and Effectiveness (beta 0.553, p-value=0.000), Efficiency (beta 0.693, p-value=0.000), Relevance (beta 0.695, p-value=0.000) and Financial Viability (beta 0.457, p-value=0.000). These results indicate that strategic social marketing contributes more to the changes in efficiency and relevance as a unit change in strategic social marketing results in 0.693 and 0.695 changes in Efficiency and Relevance respectively. Therefore, we accept the hypothesis at ά=0.05 and conclude that strategic social marketing influence CBOs efficiency and relevance. The statistically significant positive relationship between strategic social marketing and CBOs effectiveness, efficiency, relevance and financial viability suggest that application of strategic social marketing approach in CBOs' activities influences all measures of performance of an organization.

To further evaluate the impact of strategic social marketing on performance of CBOs aggregate mean scores of performance were regressed against aggregate mean scores of strategic social marketing. The results of this analysis are presented in Table 4.16(a) and (b).

Table 4.16(a): Results of Goodness-of-fit of the Regression of CBOs' Performance on Strategic Social Marketing

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.713[a]	.509	.506	.43761

a. Predictors: (Constant), Strategic Social Marketing
Source: Primary Data

Table 4.16 (b): Significance of the Regression of CBOs' Performance on Strategic Social Marketing

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	.534	.220		2.420	.017
	Strategic Social Marketing(aggregate mean score)	.721	.056	.713	12.918	.000

a. **Dependent Variable**: Performance
Source: Primary Data

The research findings presented in Table 4.16(a) and (b) indicate that when social marketing is evaluated as an aggregate mean score (combining scores for policy, strategy and implementation) it explain about 50% of the variance in the dependent variable (R^2=0.509). The results also show strategic social marketing to have moderate explanatory power of CBO's performance. The regression results in Table 4.16 (a) and (b) show a statistically significant positive linear relationship between strategic social marketing and performance (β=0.713, p-value=0.000). Therefore, we accept the hypothesis at ά=0.05 and conclude that strategic social marketing impacts on performance of CBOs.

Based on the results in Tables 4.16(a) and (b), a simple regression equation can be used to estimate performance of Community Based HIV and AIDS organization in Nairobi County on the basis of its application of strategic social marketing as follows:

Y = 0.534 + 0.713SSM

Where

Y= Performance of CBOs

SSM= Strategic social marketing

0.534=y-intercept; constant

0.713= an estimate of the expected increase in performance of CBOs corresponding to an increase in strategic social marketing

From the results presented in Table 4.16(b) and the model above, both the constant and strategic social marketing contribute significantly to the prediction of performance of CBOs as shown in the significance column (p = 0.017 and 0.000) for constant and strategic social marketing respectively. The regression coefficient of 0.534 under constant indicates the value of performance when strategic social marketing is not applied. The regression coefficient of 0.713 implies that a unit increase in Strategic social marketing would lead to a 0.721 unit increase in Performance of CBOs.

4.8.6 Influence of Operating Environment on Performance of CBOs

To determine the influence of operating environment on performance of CBOs, the study had set the following hypotheses.

H_2: *There is a statistically significant relationship between operating environment and performance of Community based HIV and AIDS Organizations.*

H_{2a} There is a statistically significant relationship between Internal Environment and Performance of Community Based HIV and AIDS Organizations.

H_{2b} There is a statistically significant relationship between External Environment and Performance of Community Based HIV and AIDS Organizations.

H_{2c} There is a statistically significant relationship between Operating Environment and Performance of Community based HIV and AIDS Organizations.

To test Hypothesis $H_{2a,}$ simple regression analysis was carried out against four dimensions of performance, namely effectiveness, efficiency, relevance and financial viability with internal environment as the predictor variable. After this, a simple regression analysis was conducted against the aggregate mean scores of performance. The pertinent results are presented in Table 4.17(a) and (b).

Table 4.17(a): Results of Goodness-of-fit of the Regression of CBOs' Effectiveness, Efficiency, Relevance and Financial Viability on Internal Environment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.483[a]	.234	.229	.56017
a**. Predictors**: (Constant), Internal Environment				
Dependent Variable: Effectiveness				
Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.750	.563	.560	.50269
a. **Predictors:** (Constant), Internal Environment				
Dependent Variable: Efficiency				
Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.739	.546	.543	.47712
a. Predictors: (Constant), Internal Environment				
Dependent Variable: Relevance				
Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.540	.291	.287	.73834
a. Predictors: (Constant), Internal Environment				
Dependent Variable: Financial Viability				
Source: Primary Data				

Table 4.17 (b): Significance of the Regression of CBOs' Effectiveness, Efficiency Relevance and Financial Viability on Internal Environment

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.803	.278		6.502	.000
	Internal environment	.406	.0711	.483	7.008	.000
a. Dependent Variable: Effectiveness						

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.042	.249		.161	.868
	Internal environment	.915	.064	.750	14.390	.000
a. **Dependent Variable**: Efficiency						

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.315	.237		1.333	.185
	Internal environment	.839	.060	.739	13.905	.000
a. **Dependent Variable**: Relevance						

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.720	.366		-1.967	.051
	Internal environment	.759	.093	.540	8.133	.000
a. **Dependent Variable**: Financial Viability						

Source: Primary Data

When internal environment (independent variable) was regressed separately against effectiveness, efficiency, relevance and financial performance, the simple regression analysis produced an R^2 of 0.234, 0.563, 0.546 and 0.291 as shown in Table 4.17(a).This implies that internal environment scores explain more variation in efficiency at 56.3% while it least explains effectiveness at 23.4%. These results suggest that internal environment determines whether resources within the organization will be used well to achieve the set objectives with minimum wastage.

The regression results in Table 4.17(b) reveals a statistically significant positive linear relationship between internal environment and effectiveness (beta 0.483, p-value=0.000), efficiency (beta 0.750, p-value=0.000), relevance (beta 0.739, p-value=0.000) and financial viability (beta 0.540, p-value=0.000). These results indicate that internal environment contributes more to the changes in efficiency and relevance as a unit change in internal environment results in 0.750 and 0.739 changes in efficiency and relevance respectively. Therefore, we accept the hypothesis at ά=0.05 and conclude that internal environment has an impact on effectiveness, efficiency, relevance and financial viability. The statistically significant positive relationship between internal environment and CBOs effectiveness, efficiency, relevance and financial viability suggests a conducive internal environment contribute significantly to the performance of organizations.

To further evaluate the impact of internal environment on performance of CBOs, aggregate mean scores of internal environment were regressed against aggregate mean scores of performance. Relevant results of the analysis are presented in Table 4.18(a) and (b).

Table 4.18(a): Results of Goodness-of-fit of the Regression of CBOs' Performance on Internal Environment

Model Summary				
Model	R	R square	Adjusted R Square	Std. Error of Estimate
1	.749	.561	.558	.41379
a. Predictors: (Constant), Internal Environment				
Dependent Variable: Performance				
Source: Primary Data				

Table 4.18(b): Significance of the Regression of CBOs' performance on Internal Environment

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
1		B	Std. Error	Beta	t	Sig.
	(Constant)	.442	.205		2.154	.033
	Internal environment	.750	.052	.749	14.343	.000
a. **Dependent Variable**: Performance						
Source: Primary Data						

When aggregate mean scores of performance were regressed against internal environment, the results produced an R^2 of 0.561 as shown in Table 4.18(a). Thus, 56.1% of the variation in performance scores is explained by internal environment scores. The results further exhibit a statistically significant positive relationship between internal environment and performance (β=0.749, p-value=0.0000. Therefore, we accept the hypothesis at $\acute{\alpha}$=0.05 and conclude that internal environment contributes significantly to the performance of CBOs. The statistically significant positive relationship between internal environment and performance of CBOs is an indication that internal environment has to be conducive for an organization to succeed in achieving its objectives.

Based on the results in Tables 4.18(a) and (b), a simple regression equation can be used to estimate performance of Community Based HIV and AIDS organization in Nairobi County as follows:

$Y = 0.442 + 0.749IE$

Where

Y= Performance of CBOs

IE= Internal environment

0.442=y-intercept; constant

0.749= an estimate of the expected increase in performance of CBOs corresponding to an increase in internal environment

From the results presented in Table 4.18(b) and the model above, internal environment contributes significantly to the prediction of performance of CBOs. The regression coefficient of 0.442 under constant indicates the value of performance when internal environment is at zero. The regression coefficient of 0.749 implies that a unit increase in internal environment would lead to a 0.749 increase in Performance of CBOs.

To test Hypothesis H_{2b} (*There is a statistically significant relationship between external environment and Performance of Community Based HIV and AIDS Organizations*), simple regression analyses were carried out with external environment as the predictor factor and four dimensions of performance, namely effectiveness, efficiency, relevance and financial viability as the dependent variables. After this, a simple regression analysis was conducted against the aggregate mean scores of performance and external environment. The pertinent results are presented in Table 4.19(a) and (b).

Table 4.19(a): Results of Goodness-of-fit of the Regression of CBOs' Effectiveness, on External Environment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.541	.293	.288	.53815
a**. Predictors**: (Constant), External Environment				
Dependent Variable: Effectiveness				
Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.695	.483	.480	.54641
a. **Predictors:** (Constant), External Environment				
Dependent Variable: Efficiency				
Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.707	.499	.496	.500580
a. Predictors: (Constant), External Environment				
Dependent Variable: Relevance				
Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.578	.335	.330	.71541
a. Predictors: (Constant), External Environment				
Dependent Variable: Financial Viability				
Source: Primary Data				

Table 4.19 (b): Significance of the Regression of CBOs' Effectiveness, Efficiency Relevance and Financial Viability on External Environment

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.038	.211		9.651	.000
	External environment	.483	.059	.541	8.165	.000
a. Dependent Variable: Effectiveness						

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.005	.214		4.688	.000
	External environment	.737	.060	.695	12.269	.000
a. **Dependent Variable**: Efficiency						

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.123	.197		5.712	.000
	External environment	.698	.055	.707	12.674	.000
a. **Dependent Variable**: Relevance						

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.255	.281		-.909	.365
	External environment	.707	.079	.578	8.997	.000
a. **Dependent Variable**: Financial Viability						

Source: Primary Data

External environment was regressed (independent variable) against effectiveness, efficiency, relevance and financial viability separately. The simple regression results presented in Table 4.19 (a) indicate an R^2 of 0.293, 0.483, 0.499 and 0.335 respectively. This implies that external environment scores explain 49.6% of the variation in relevance scores while it least explains financial viability at 33.5%. This suggests that external environment contributes in determining whether programmes are relevant to the communities and how the set objectives will be achieved thus contributing to performance of CBOs.

Further, the regression results in Table 4.19(b) reveals a statistically significant positive linear relationship between external environment and Effectiveness (beta 0.541, p-value=0.000), Efficiency (beta 0.695, p-value=0.000), Relevance (beta 0.707, p-value=0.000) and Financial Viability (beta 0.578, p-value=0.000). These results indicate that external environment contributes more to the changes in relevance as a unit change in external environment results in 0.707 change in relevance. Therefore, we accept the hypothesis at ά=0.05 and conclude that external environment impacts on effectiveness, efficiency, relevance and financial viability of CBO. The statistically significant positive relationship between external environment and CBOs effectiveness, efficiency, relevance and financial viability suggests that proper scanning of external environment influences what an organization does, how it achieves it, relevance and acquisition of funding for that activity and future activities.

To further evaluate the impact of external environment on performance of CBOs, aggregate mean scores of performance were regressed against mean scores of external environment. The results of this analysis are presented in Table 4.20(a) and (b).

Table 4.20(a): Results of Goodness-of-fit of the Regression of CBOs' Performance on External Environment

Model Summary				
Model	R	R square	Adjusted R Square	Std. Error of Estimate
1	.749	.561	.558	.41379
a. Predictors: (Constant), Internal Environment				
Dependent Variable: Performance				
Source: Primary Data				

Table 4.20(b): Significance of the Regression of CBOs' performance on External Environment

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
1		B	Std. Error	Beta	T	Sig.
	(Constant)	.442	.205		2.154	.033
	Internal environment	.750	.052	.749	14.343	.000
a. **Dependent Variable**: Performance						
Source: Primary Data						

Regression of aggregate mean scores of performance against external environment produced an R^2 of 0.561 as shown in Table 4.20(a). This implies that external environment explains 56.1% of the variation in Performance scores. The results also revealed a statistically positive relationship between external environment and performance (β=0.749, p-value=0.000). Therefore, we accept the hypothesis at $\acute{\alpha}$=0.05 and conclude that external environment influences performance. The statistically significant positive relationship between external environment and performance of CBOs suggests that external environment have an implication on the organization's ability to achieve its objectives resulting to better performance.

Based on the results in Tables 4.20(a) and (b), a simple regression equation can be used to estimate performance of Community Based HIV and AIDS organization in Nairobi County as follows:

$Y = 0.442 + 0.749\ EE$

Where

Y= Performance of CBOs

EE= External environment

0.442=y-intercept; constant

0.749= an estimate of the expected increase in performance of CBOs corresponding to an increase in external environment

From the results presented in Table 4.20(b) and the model above, external environment contributes significantly to the prediction of performance of CBOs. The regression coefficient of 0.442 under constant indicates the value of performance when external environment is at zero. The regression coefficient of 0.749 implies that a unit increase in external environment would lead to a 0.749 increase in Performance of CBOs.

To test H_{2c} (*There is a statistically significant relationship between operating environment and performance of Community based HIV and AIDS Organizations*), simple and multiple regression analyses were carried out. First, stepwise multiple regressions were carried out for internal and external environment with performance as the dependent variable. Second, simple regression analysis was carried out with aggregate mean scores of operating environment predicting each performance indicator. Third aggregate mean scores of performance were regressed against aggregate mean scores of operating environment. .

To evaluate whether internal and external environment were necessary to predict CBO's performance, stepwise multiple regressions were conducted. Pertinent results are provided in Appendix XII: Table G_{10}. The results in Table G_{10} indicate that internal and external environment are significantly related to CBO's Performance $F(1,161)=205.722$ $p=0.000<.001$ and $F(2,160)=162.732$ $p=0.000<.001$ respectively. The multiple regression coefficients (Beta) were 0.448 and 0.447 for internal and external environment respectively; indicating that approximately one unit change in internal and external environment would lead to 0.448 and 0.447 changes in the performance of CBOs respectively. The results also points out that, both internal and

external environment contribute almost equally to changes in performance implying that you cannot focus on one and ignore the other. Therefore, we accept the hypothesis at ά=0.05 and conclude that internal and external environment determines the level of performance within CBOs.

The simple regression results of operating environment against each dimension of performance are presented in Table 4.22 (a) & (b).

Table 4.21(a): Results of Goodness-of-fit of the Regression of CBOs' Effectiveness, Efficiency, Relevance and Financial Viability on Operating Environment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.562[a]	.316	.312	52928
a**. Predictors**: (Constant), Operating Environment				
Dependent Variable: Effectiveness				
Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.788	.620	.618	.46833
a. **Predictors:** (Constant), Operating Environment				
Dependent Variable: Efficiency				
Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.789	.622	.620	.43525
a. Predictors: (Constant), Operating Environment				
Dependent Variable: Relevance				
Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.612	.375	.371	.69329
a. Predictors: (Constant), Operating Environment				
Dependent Variable: Financial Viability				
Source: Primary Data				

Table 4.21 (b): Significance of the Regression of CBOs' Effectiveness, Efficiency Relevance and Financial Viability on Operating Environment

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.566	.254		6.163	.000
	Operating Environment	.581	.068	.562	8.623	.000
a. Dependent Variable: Effectiveness						

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.015	.225		-.066	.948
	Operating Environment	.976	.060	.788	16.219	.000
a. **Dependent Variable**: Efficiency						

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.209	.209		.998	.320
	Operating Environment	.910	.056	.789	16.273	.000
a. **Dependent Variable**: Relevance						

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.008	.333		-3.039	.003
	Operating Environment	.876	.089	.612	9.830	.000
a. **Dependent Variable**: Financial Viability						

Source: Primary Data

The simple regression results presented in Table 4.21 (a) indicate an R^2 of 0.316, 0.620, 0.622 and 0.375 respectively for each performance construct regressed against aggregate scores of operating environment. These results show that operating environment scores explain more of the variation of relevance of CBO's programmes at 62.2% than the other measures of performance. This implies that operating environment of organizations has a major influence on its programme identification, and implementation which contributes to CBOs' performance. The results further indicate that operating environment explains only 31.6% of CBOs effectiveness implying that operating environment does not to a large extent result in a CBO's ability to determine their levels of output, outcomes and impacts.

The regression results in Table 4.21(b) reveals a statistically significant positive linear relationship between operating environment and Effectiveness (beta 0.562, p-value=0.000), Efficiency (beta 0.788, p-value=0.000), Relevance (beta 0.789, p-value=0.000) and Financial Viability (beta 0.612, p-value=0.000). These results indicate that operating environment contributes more to the changes in efficiency and relevance as a unit change in operating environment results in 0.693 and 0.695 changes in Efficiency and Relevance respectively. Therefore, we accept the hypothesis at ά=0.05. The statistically significant positive relationship between operating environment and CBOs effectiveness, efficiency, relevance and financial viability suggest that proper scanning and understanding of operating environment influences performance of an organization.

To further evaluate the impact of operating environment on performance of CBOs, aggregate mean scores of performance were regressed against aggregate mean scores of operating environment. The results of this analysis are presented in Table 4.22(a) and (b).

Table 4.22(a): Results of Goodness-of-fit of the Regression of CBOs' Performance on Operating Environment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.818	.670	.668	.35888
a. Predictors: (Constant), Operating Environment				
Source: Primary Data				

Table 4.22 (b): Significance of the Regression of CBOs' Performance on Operating Environment

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.276	.172		1.603	.111
	Operating Environment	.833	.046	.818	18.070	.000
a. **Dependent Variable**: Performance						
Source: Primary Data						

The research findings presented in Table 4.22 (a) and (b) indicate that when operating environment is evaluated as an aggregate mean score (combining scores internal and external environment) it explain 67% (R^2 0.670) of the variance in the performance of CBOs scores. The regression results presented in Table 4.22 (a) and (b) also show a statistically significant positive linear relationship between operating environment and performance (β=0.818, p-value=0.000). Therefore, we accept the hypothesis at $\acute{\alpha}$=0.05 and conclude that operating environment has an effect on performance. This implies that organizations have to evaluate their operating environment to achieve higher performance levels. Based on the results in Tables 4.22(a) and (b), a simple regression equation can be used to estimate performance of Community Based HIV and AIDS organization in Nairobi County as follows:

$Y = 0.276 + 0.818OE$

Where

Y= Performance of CBOs

OE= Operating environment

0.276=y-intercept; constant

0.818= an estimate of the expected increase in performance of CBOs corresponding to an increase in operating environment

From the results presented in Table 4.22(b) and the model above, operating environment contributes significantly to the prediction of performance of CBOs as shown in the significance column (p=0.000). The regression coefficient of 0.276 under constant indicates the value of performance when operating environment is not considered in an organization's operation. The regression coefficient of 0.818 implies that a unit increase in operating environment would lead to a 0.818 unit increase in Performance of CBOs.

4.8.7 Moderating effect of Operating Environment on the Relationship between Strategic Social Marketing and Performance of CBOs

To assess the moderating effect of operating environment on the relationship between strategic social marketing and performance of CBOs, the study had set the following hypothesis.

H_3: Operating environment has a statistically significant moderating effect on the relationship between strategic social marketing and performance of Community based HIV and AIDS Organizations.

Moderation also referred to as interaction, was tested by creating an interaction term which is achieved through generating a new variable by multiplying together strategic social marketing and Operating environment. An increase in R^2 would suggest that a moderating effect of operating environment on the relationship between strategic social marketing and performance of CBOs could be supported. Table 4.23 presents the pertinent results.

Table 4.23(a): Goodness-of-fit of the Regression of CBOs' Performance on Strategic Social Marketing while moderated by operating Environment

Model Summary									
					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.828[a]	.685	.685	.35142	.685	174.215	2	160	.000
2	.828[b]	.685	.686	.35225	.000	.251	1	159	.617
a. Predictors: (Constant), Operating Environment , Strategic Social Marketing									
b. Predictors: (Constant), operating environment, Strategic social Marketing, operating Environment*Strategic Social Marketing									
Source: Primary Data									

Table 4.23 (b): Significance of the Regression of CBOs' Performance on Strategic Social Marketing while moderated by Operating Environment

ANOVA[c]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	43.030	2	21.515	174.215	.000[a]
	Residual	19.760	160	123		
	Total	62.790	162			
2	Regression	43.061	3	14.354	115.683	.000[b]
	Residual	19.728	159	.124		
	Total	62.790	162			
a. Predictors: (Constant), Operating Environment , Strategic Social Marketing						
b. Predictors: (Constant), Operating Environment, Strategic social Marketing, Operating Environment*Strategic Social Marketing						
c. Dependent Variable: Performance						
Source: Primary Data						

Table 4.23 (c): Significance of the Regression of CBOs' Performance on Strategic Social Marketing while moderated by Operating Environment

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	3.347	.028		121.612	.000
	Strategic Social Marketing	.200	.071	.198	2.811	.006
	Operating environment	.677	.072	.665	9.469	.000
2	(Constant)	3.337	.035		96.023	.000
	Strategic Social Marketing	.204	.072	.202	2.846	.005
	Operating environment	.677	.072	.665	9.439	.000
	Strategic Social Marketing * Operating environment	.014	.027	.023	.501	.617
a. Dependent Variable: PERFORMANCE						
Source: Primary Data						

Table 4.23 shows that there is no change in the percentage of the variation explained by the interaction factor of operating environment and strategic social marketing. The regression results presented in Table 4.23 (a) indicate that there is no R^2 change when interaction of strategic social marketing and operating environment is introduced. Further the F change (1,159) = 0.215 and significance of F change is 0.617 indicating that the interaction is insignificant. Therefore, we reject the hypothesis at ά=0.05 and conclude that operating environment has no statistically significant moderating effect on the relationship between strategic social marketing and performance of CBOs. This implies that the influence of strategic social marketing on performance is not altered by presence of operating environment factors. Based on these results, performance of CBOs can be predicted as follows:

Y= *3.347+0.202SSM +0.665OE+ 0.023SSM*OE*

Where

Y= Performance of CBOs

SSM= Strategic social marketing

OE= Operating environment

SSM*OE= Interaction of strategic social marketing and operating environment

3.347=y-intercept; constant

0.202= an estimate of the expected increase in performance of CBOs corresponding to an increase in strategic social marketing

0.665= an estimate of the expected increase in performance of CBOs corresponding to an increase in operating environment

0.023= an estimate of the expected increase in performance of CBOs resulting from the interaction of strategic social marketing and operating environment.

From the results in Table 4.23 (a) and (b) and the model above, operating environment does not statistically and significantly contribute to the variation of the relationship between strategic social marketing (predictor factor) and performance of CBOs. The regression coefficient of 3.347 under constant indicates the value of performance when other predictor variables are not there meaning that performance will still vary. The regression coefficient of 0.202 implies that a unit change in strategic social marketing would lead to a 0.202 change in Performance of CBOs while a unit increase in operating environment would lead to a 0.665 increase in performance of CBOs. The coefficient of 0.023 indicate the change in performance of CBOs when strategic social marketing and operating environment interact with each other implying that a unit increase in the product of strategic social marketing and operating environment would lead to a 0.023 increase in performance.

4.8.8 Joint Effect of Strategic Social Marketing, Operating Environment and Performance of CBOs

To test whether the joint effect of strategic social marketing and operating environment and performance is different from their individual effect, the study had set the following hypothesis.

H_4: The combined effect of strategic social marketing and operating environment on performance of Community based HIV and AIDS Organizations is statistically different from their independent effects on the same variable.

The aggregate mean scores of performance of CBOs (dependent variable) were

regressed on the aggregate mean scores of strategic social marketing and operating environment (Independent Variables) using both standard multiple regression analysis as well as step wise multiple regression. The stepwise multiple regression results are shown in Table 4.24.

Table 4.24: Stepwise regression: Strategic Social Marketing and Operating Environment Predicting Performance

	Model 1	Model2
R	.818	.828
R2	.670	.685
R2 change	.670	.016
F	326.524	174.215
F- change	326.524	7.904
Sig (p)	.000	.006
Constant	.072	
B	.667	.200
s.e.	.072	.071
β (beta)	.665	.198
T	9.469	2.811
Sig (p)	.000	.006
Predictors: Operating Environment Predictors: Operating Environment; Strategic Social Marketing Dependent Variable: Performance		
Source: Primary Data		

Results presented in Table 4.24 indicate that operating environment and strategic social marketing significantly influence CBO's Performance with F (1,161) =326.524 p=0.000<.001 and F(2,160)=174.215 p=0.000<.001 respectively. The multiple regression coefficients (Beta) were 0.665 and 0.198 for both operating environment and strategic social marketing. The results further indicate that operating environment contributes more to the performance of CBOs as a unit change in operating environment results in a 0.665 change in performance. The standard multiple linear regression produced the results presented in table 4.25 (a) and (b).

Table 4.25(a): Goodness-of-fit of the Regression of Strategic Social Marketing, Operating Environment and Performance of CBOs

Model Summary									
					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.828[a]	.685	.681	.35142	.685	174.215	2	160	.000
a. Predictors: (Constant), strategic social marketing , operating environment									
Source: Primary Data									

Table 4.25 (b): Significance of the Regression of CBOs' Performance on Strategic Social Marketing and Operating Environment

Coefficients[a]								
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1	(Constant)	.072	.184		.392	.696		
	Operating environment	.677	.072	.665	9.469	.000	.398	2.509
	Strategic social marketing	.200	.071	.198	2.811	.006	.398	2.509
a. Dependent Variable: Performance								
Source: Primary Data								

The regression results in Table 4.25 (a) indicate that when the predictor variables are combined, the goodness of fit of the model improves as R^2 changes from 0.509 and 0.670 to 0.685. This implies that when strategic social marketing and operating environment scores are combined, they explain 68.5% of the variation in performance scores. However, looking at the Beta coefficients (Beta= 0.665 and 0.198 respectively) for both predictor variables, the values are smaller than the Beta values when tested individually indicating that the two factors influence each other.

Therefore we accept the hypothesis and conclude that the joint effect of strategic social marketing and operating environment is different from the effect of each individually. Based on these results performance of CBOs can be predicted as follows:

Y= *0.072+0.192SSM +0.665OE*

Where
Y= Performance of CBOs
SSM= Strategic social marketing
OE= Operating environment
0.072=y-intercept; constant
0.192= an estimate of the expected increase in performance of CBOs corresponding to an increase in strategic social marketing
0.665= an estimate of the expected increase in performance of CBOs corresponding to an increase in operating environment

Based on the results presented in Table 4.25 (a) and (b) and the model above, both strategic social marketing and operating environment contribute to the performance of CBOs. The regression coefficient of 0.198 implies that a unit increase in strategic social marketing would lead to a 0.198 increase in Performance of CBOs while a unit increase in operating environment would lead to a 0.665 increase in performance of CBOs.

4.9 Discussion

The correlation and hypotheses test results presented in the previous sections provide evidence of the effects of independent variables on the dependent variable. The section that follows provides a highlight of the key discussions based on the results organized according to the objectives of the study.

4.9.1 Strategic Social Marketing and Performance of Community Based Organizations

Strategic social marketing was evaluated using three indicators, namely policy, strategy and implementation while performance of CBO's was evaluated using four indicators including effectiveness, efficiency, relevance and financial viability.

Simple and step-wise regression analyses were carried out on each strategic social marketing indicator against each performance indicator. The results indicate statistically significant positive linear relationships between Policy and Effectiveness (beta 0.519, p-value=0.001); strategy and effectiveness (beta 0.463, p-value=0.001) and implementations and effectiveness (beta 0.498, p-value=0.001). Further, the regression analyses results also reveal statistically significant positive linear relationships between Implementation and efficiency (beta 0.667, p-value=0.000); policy and efficiency (beta 0.554, p-value=0.000) and strategy and efficiency (beta 0.598, p-value=0.000). These results imply that by focusing on policy, strategy and implementation, CBOs can become more effective, efficient and develop more relevant programmes. This would lead to more benefits to the communities and society at large. This is in line with the findings of other authors such as Dearing et al, 1996 who state that strategic social marketing involves local planning, strategy development and implementation to benefit groups and communities.

On evaluation of strategic social marketing indicators on relevance, simple regression analyses results revealed statistically significant positive linear relationships between Implementation and relevance (beta 0.705, p-value=0.000); policy and relevance (beta 0.554, p-value=0.000) and strategy and relevance (beta 0.598, p-value=0.000). When policy, strategy and implementation were regressed against financial viability the results revealed statistically significant positive linear relationships between Implementation and financial viability (beta 0.466, p-value=0.000); policy and financial viability (beta 0.382, p-value=0.000) and strategy and financial viability (beta 0.370, p-value=0.000). These results imply that each indicator contribute to financial viability of CBOs although the levels of contribution are low. Based on these findings it can be concluded that a CBO's focus on policy, strategy and implementation dimensions does not necessarily lead to an improved ability to increase their funding. These results support the findings by Odindo (2009) that financial funding is a key challenge facing CBOs in Kenya. Regression of policy, strategy and implementation against aggregate mean scores of performance revealed that individually the three had a significant positive linear relationship with performance.

These results imply that individually, each measure of strategic social marketing contributes to effectiveness, efficiency, relevance and financial viability of CBOs. However, step-wise regression analysis meant to evaluate the contribution of each of these indicators to effectiveness, efficiency, relevance and financial viability revealed that strategy had no significant contribution to either of them. This can be interpreted to mean that participation in policy development and proper planning of implementation surpasses organization's focus on strategy development. These results can also lead to an argument that having the right strategy does not necessarily lead to proper resource utilization, but participation in policy development as well as proper implementation plan contributes significantly to efficiency. In addition strategy has no significant contribution to the performance of CBO's when combined with the other indicators of policy and implementation.

Regression of aggregate means scores of strategic social marketing against effectiveness, efficiency, relevance, financial viability and aggregate means scores of performance produced statistically significant linear relationships between all measures of performance with the highest contribution being to efficiency (beta 0.693, p-value=0.000) and the lowest being to financial viability (beta 0.457, p-value=0.000). A statistically significant linear relationship between strategic social marketing and performance was also established (β=0.713, p-value=0.000). Based on these results, strategic social marketing contributes substantially effectiveness of programmes implemented by CBOs as well as their organizational performance of CBOs. This supports a review report by Price (2001). These results also support the recommendation put forward by French et al., (2011) that social marketing should be applied at both strategic and operational levels.

4.9.2 Operating Environment and Performance of Community Based Organizations

Operating environment was operationalized using two dimensions of internal and external environment. Simple and step-wise regression analyses were carried out on each operating environment indicator against each performance indicator. The results indicate statistically significant positive linear relationships between internal environment and effectiveness (beta 0.483, p-value=0.000), efficiency (beta 0.750, p-value=0.000), relevance (beta 0.739, p-value=0.000) and financial viability (beta

0.540, p-value=0.000). These results imply that internal environment influence to a large extent the relevance of the programmes carried out by the CBOs. This implies that proper structures and systems especially to carry out consumer research would go a long way in developing and designing relevant programmes for the communities. Further, regression of internal environment on aggregate mean scores of performance also revealed a statistically significant positive relationship between internal environment and performance. The statistically significant positive relationship between internal environment and CBOs effectiveness, efficiency, relevance, financial viability and performance lead to an argument that a favourable internal environment influences the level of efficiency and effectiveness that the organization will achieve. These results support previous studies findings that the status of what exists within the environment influence success of social marketing programmes (Hoek and Jones, 2011), achievement of organizational goals (Denison, 1990) as well as influence their performance (Oliver, 1997).

Results of external environment against performance indicators revealed statistically significant positive linear relationships between external environment and effectiveness (beta 0.541, p-value=0.000), efficiency (beta 0.695, p-value=0.000), relevance (beta 0.707, p-value=0.000) and financial viability (beta 0.578, p-value=0.000). These results imply that external environment have more implication on relevance than other measure of performance. This is can be argued to be true as determination of projects is well informed from external sources especially participation of the community not from the organization designing the project. This supports community organization theory which emphasis community participation in community activities especially in identifying their needs and identifying the interventions that can bring solution. This establishes a link between social marketing and external environment. This also supports Resource Based View of organizations which postulates that superior performance is based on evaluation of strategic industry factors (Dharanaj and Beamish, 2003).

Further, regression of external environment on aggregate mean scores of performance revealed a statistically significant positive relationship between external environment and performance. The statistically significant positive relationship between external environment and CBOs effectiveness, efficiency, relevance, financial viability and

performance lead to an argument that proper scanning of external environment influences all activities of an organization from planning to implementation. When combined, regression results showed internal and external environment have almost equal contribution to performance as the (Beta) were 0.448 and 0.447 for internal and external environment respectively. This implies that these factors influence each other, for example proper structure, staff and skills can facilitate proper external environment scanning.

Regression of aggregate means scores of operating environment against effectiveness, efficiency, relevance, financial viability and aggregate means scores of performance produced statistically significant linear relationships between all measures of performance with the highest contribution going to relevance (beta 0.789, p-value=0.000)) and the lowest going to effectiveness (beta 0.562, p-value=0.000). A statistically significant linear relationship between operating environment and performance was also established (β=0.818, p-value=0.000). Based on these results, it is evident that operating environment contributes significantly to the performance of CBOs. These results imply that proper understanding and study of the environment in which organizations operate would influence their performance positively. These results affirms the resource based view of the organization which states that competitive advantage and superior performance an organization has to have superior internal, external and natural resources (Wernerfelt, 1984).

4.9.3 Moderating Effect of Operating Environment

To evaluate the moderating effect of operating environment on the relationship between strategic social marketing and performance, a regression analysis was carried out. The results indicate that there is no R^2 change when interaction of strategic social marketing and operating environment is introduced. Further the F change (1,159) = 0.215 and significance of F change is 0.617 indicating that the interaction is insignificant. These results imply that as a moderator, operating environment does not affect the relationship between strategic social marketing and performance of CBOs. These results are different from the findings of a research by Scribner, Theall, Mason, Simonsen, Schneider, Towvim and DeJong (2011) who found environment to have a moderating effect on the relationship between alcohol consumption on college campuses and effectiveness of social norms marketing campaigns. However, as an

independent variable, operating environment influences performance of CBOs. Therefore, in every study, operating environment should be considered. In addition these results also reveal that the relationship between strategic social marketing and performance of CBOs is influenced by other factors that might not have been included in this study.

4.9.3 Strategic Social Marketing, Operating Environment and Performance of CBOs

The combined effect of strategic social marketing and operating environment on performance was evaluated using simple regression analysis and step wise regression analysis. The results indicate that the goodness of fit of the model improves as R^2 changes from 0.509 and 0.670 to 0.685. The p-value for the Regression model F- test was revealed to be .000. This implies that the model is statistically significant, and we can conclude that together, these two independent variables predict the percentage of the level of performance attributed to it. These results also interlink the study variables, that is, strategic social marketing, operating environment and performance. These results are in line with the highlights of the theories that guided this study that is Resource based view of organization, DICE Model, consumer behaviour as well as social networks theories (Kor and Mahoney, 2004; Hastings, 2007; Burkhardt, 1994).

In addition, strategic social marketing and operating environment should be applied jointly as the results have revealed, so that synergy can be achieved. This supports a recommendation made by French et. al., (2011) that social marketing should be applied from a strategic perspective and within the confines of a specific operating environment as this enable an organization to carry out consumer research. However, looking at the Beta coefficients (Beta= 0.665 and 0.198 respectively) for combined predictor variables of strategic social marketing and operating environment, the values are smaller than the Beta values when tested individually (which were 0.713 and 0.818 for strategic social marketing and operating environment respectively) indicating that of the two variables, operating environment contributes more to the performance of CBOs singly. The results can also lead to an argument that once issues of the environment are taken care of, the main issues considered in strategic social marketing are dealt with indirectly for example, focus on external environment evaluation can provide a lot of information on consumer expectations as well as the

strategies that are viable in programme implementation. At the same time, the results provide a reference on why social marketing programme should always be developed with an understanding of the existing environment both internal and external.

4.10 Chapter Summary

This chapter has presented the findings of the study. It has focused on descriptive statistics, relationships between variables and tests of hypothesis. Variables were found to positively correlate but at different levels. At the same time, predictor variables had an impact on the dependent variable (performance). Table 4.26 summarizes the key hypotheses, tests carried out and findings while Figure 4.3 presents a new conceptual framework based on the research findings and summary of hypotheses tests results.

4.26 Summary of the Hypotheses and the study Findings

Hypothesis	Test criteria	Findings	Conclusion
H_1 There is a significant relationship between strategic social marketing and performance of community based HIV and AIDS organizations.	Reject hypothesis if p-value ≥, otherwise fail to reject	P-value=0.000≤ ά, (0.05)	Accepts the hypothesis
H_{2a}: There is a significant relationship between external environment and Performance of CBOs	Reject hypothesis if p-value ≥ά, otherwise fail to reject	P-value=0.000≤ ά, (0.05)	Accepts the hypothesis
H_{2b}: There is a significant relationship between internal environment and Performance of CBOs.	Reject hypothesis if p-value ≥ά, otherwise fail to reject	P-value=0.000≤ ά, (0.05)	Accepts the hypothesis
H_{2c}: There is a significant relationship between operating environment and performance of community based HIV and AIDS organizations	Reject hypothesis if p-value ≥ά, otherwise fail to reject	P-value=0.000≤ ά, (0.05)	Accepts the hypothesis
H_3: Operating environment has a moderating effect on the relationship between strategic social marketing and performance community based HIV and AIDS organizations.	Reject hypothesis if the p-value of the F change ≥ά and if there is significant change in F, otherwise fail to reject.	P-value=0.617≤ ά, (0.05)	Reject
H_4 The combined effect of strategic social marketing and operating environment on performance community based HIV and AIDS organizations is dissimilar from their independent effects on the same variable.	Reject hypothesis if p-value ≥ά, otherwise fail to reject.	P-value=0.006≤ ά, (0.05)	Accepts the hypothesis

The hypotheses test results summarized in Table 4.26 indicate that hypotheses 1, 2, and 4 tested in this study were all accepted indicating that the hypothesized relationships between the predictor variables and dependent variables existed. However, hypotheses 3 was rejected implying that operating environment has no moderating effect on the relationship between strategic social marketing and

performance of community based HIV and AIDS organizations. Based on the results of this study, it is possible to reconceptualize the relationships between the studied variables as shown in figure 4.3.

Figure 4.3: Conceptual Framework and Summary of Hypotheses Results

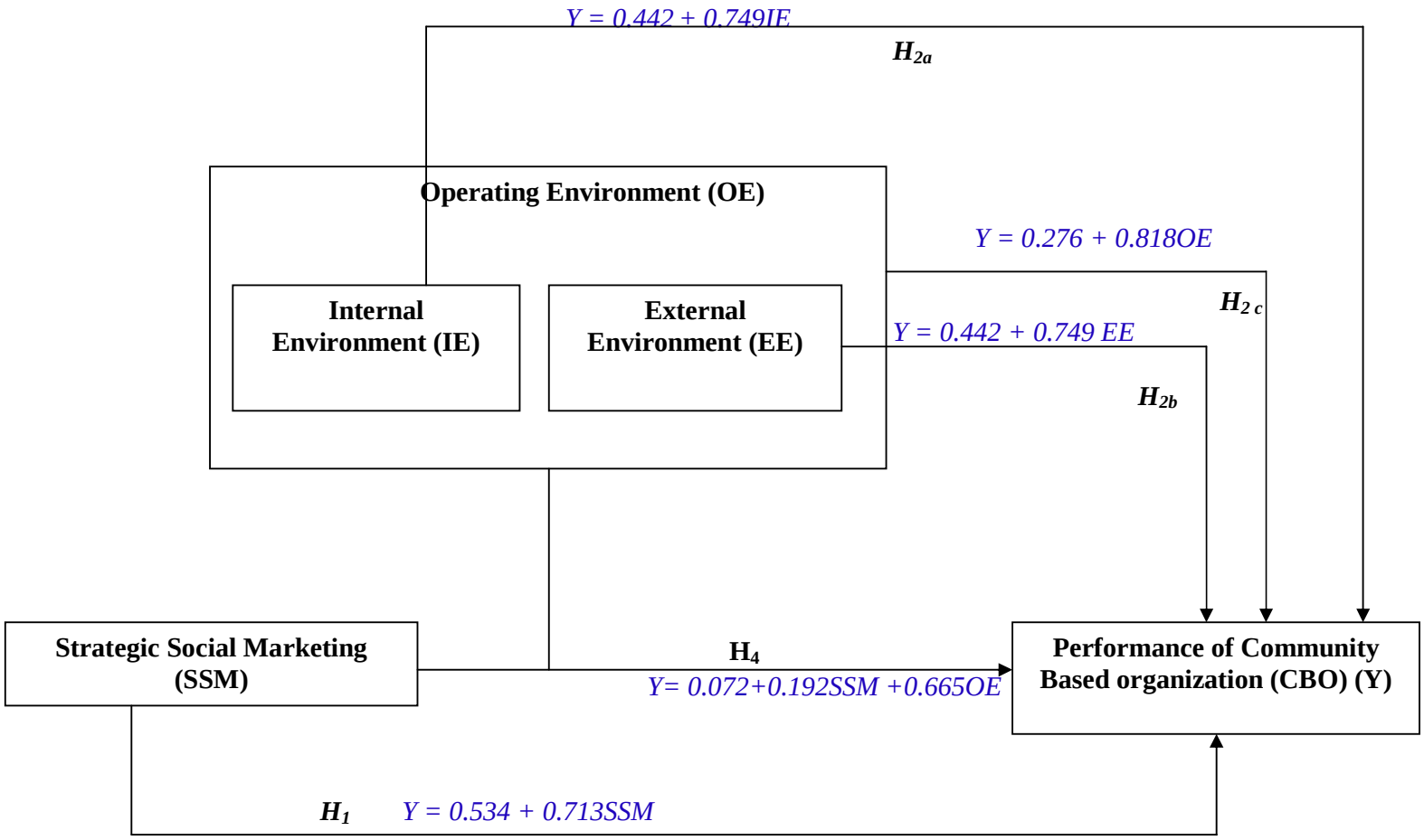


Figure 4.3 illustrates the new conceptual framework based on the research finding as well as the results of hypotheses. The summary indicates that both strategic social marketing and operating environment have a statistically significant effect on the performance of CBOs when evaluated individually. However, moderating effect of operating environment on the relationship of strategic social marketing and performance of CBOs is not statistically significant. Joint effect of strategic social marketing and operating environment is also shown to be statistically significant. Thus the conceptual framework and the hypothesis test results ascertains hypothesised relationships that: there is a relationship between strategic social marketing and performance; there is a relationship between internal environment and performance; there is a relationship between external environment and performance; there is a relationship between operating environment and performance and the joint effect of strategic social marketing and operating environment on performance is different from their individual effect performance of CBOs. The moderating hypothesis was left out as the hypothesis results showed that operating environment had no statistically significant moderating effect on the relationship between strategic social marketing and performance of CBOs. Next chapter presents the summary, conclusions and recommendations of the study.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the study findings, conclusions and recommendations with managerial and theoretical implications. The chapter also highlights the limitations of the study, recommendation and suggestions for further research.

5.2 Summary

The premise of this study was that Strategic Social Marketing Approach influences CBOs' performance. Accordingly, a comprehensive conceptual framework was developed and tested empirically guided by the following objectives: determine the relationship between strategic social marketing and performance of community based HIV and AIDS organizations; explore the relationship between operating environment and performance of community based HIV and AIDS organizations; assess the influence of operating environment on the relationship between strategic social marketing and performance of Community based HIV and AIDS organizations and establish the joint effect of strategic social marketing and operating environment on the performance of community based HIV and AIDS organizations.

The study established that the three indicators of strategic social marketing policy, strategy and implementation were significantly correlated with performance indicators of effectiveness, efficiency, relevance and financial viability of CBOs. However, all dimensions of strategic social marketing were found to have a low correlation with financial viability. Overall, strategic social marketing was found to correlate positively with performance indicators as well aggregate performance scores. Both Internal and external environment were positively correlated with effectiveness, efficiency, relevance and financial viability but high correlations existed between internal environment and efficiency while external environment is depicted to be

highly correlated with relevance. Operating environment was also correlated with performance as well as performance indicators.

The results of factor analysis revealed the underlying drivers of strategic social marketing, operating environment and performance. The study shows CBOs define their application of strategic social marketing by participating in policy development process, consumer research and SWOT analysis, development of operational plans, having clear strategic direction, defining services to be offered, roles, expectations and defining relationships. The drivers of internal environment were identified to include leadership, organizational structures, staff attitude and culture, HR policies and budgeting and management systems. The underlying forces for external environment were stakeholder's demands and expectations, CBO's reputation and image, elements in socio-economic, techno-legal and competitive environments. Performance drivers were identified as output, outcome, impact, management control systems, resources utilization, programme reviews, funding sources as well as linkages.

Assessment of the effect of policy, strategy and implementation on performance demonstrated a statistically significant positive linear relationship indicating that policy, strategy and implementation when evaluated individually have an impact on performance. However, when policy, strategy and Implementation were combined to evaluate their contribution to performance, then strategy had no significant contribution to performance. The findings also revealed that the three indicators had low impact on financial viability of CBOs. Further, the findings of the current study revealed a statistically significant positive linear relationship between strategic social marketing and effectiveness, efficiency, financial viability as well as aggregate scores of performance. However, it had low impact on financial viability of CBOs.

Evaluation of the impact of internal and external environment on performance indicators revealed a high statistically significant positive linear relationship with effectiveness, efficiency, relevance and financial viability. However internal environment had more impact on efficiency while external environment contributed more to relevance of CBOs programmes and activities. Both internal and external environment impacted positively on performance of CBOs. The assessment of impact of operating environment on performance revealed that operating environment has a

statistically significant positive influence on effectiveness, efficiency, relevance, and performance. However, it explains more of the variation in relevance of CBO's than the other measures of performance. In addition, it has a high impact on aggregate performance scores. The research findings however indicate that, operating environment does not have a statistically significant moderation effect on the relationship between strategic social marketing and performance of CBOs. Evaluation of the joint effect of strategic social marketing and operating environment on the performance of CBOs revealed that when the two variables are combined, they have a higher impact on performance of CBOs as they explained 68.5% of the variation in performance scores.

5.3 Conclusions

Based on findings of this study, it is reasonable to conclude that strategic social marketing influence performance of community-based HIV and AIDS organizations. The positive impact of policy, strategy and implementation indicators of strategic social marketing, considerably impact more on the qualitative measures of organizational performance, namely effectiveness, efficiency and financial viability compared to quantitative measure of financial viability. These findings lead to a conclusion that CBOs' participation in policy development and consumer research enables them to clearly outline the expected outputs and methods of achieving them while proper planning at the implementation stage leads to informed programmes' identification and design resulting in CBOs' efficiency. Further, clear definition of roles, expectations, services and establishment of lasting relationships impacts on performance of CBOs.

The influence of strategic social marketing on performance was found to be positive and significant although the impact was more on effectiveness, efficiency and relevance. Effectively then, focus on strategic social marketing enhances effectiveness and efficiency of CBOs, resulting in successful achievement of organizational objectives and superior performance. However, the low impact of strategic social marketing on financial viability lead to a conclusion that though strategic social marketing approach enhances performance, it does not improve a CBO's ability to attract more funding.

The overall results of the study demonstrate the effect of internal environment on efficiency, relevance and performance to be positive and significant. Based on this, it can be concluded that conducive internal environment is imperative for an organization to succeed in achieving its objective. That is, CBOs should have proper leadership, structure, budgeting and management systems, HR policies and well trained staff with the right attitude and culture. The study established a statistically significant positive relationship between external environment and CBOs effectiveness, efficiency, relevance and financial viability suggesting that proper scanning of external environment influences all activities of an organization from programmed conceptualization to implementation. However, extra attention should be paid to external environment in programme identification and planning. The equal contribution to the variation of performance by internal and external environment demonstrated by the current study findings leads to a conclusion that both have to be scanned and integrated for CBOs to succeed.

Influence of operating environment on performance was shown to be positive and significant. This emphasizes the need for organizations to scan and understand their environment before rolling out their operations. At the same time the results indicate that the context of organizations' operations is a key determinant of their success. However, the findings demonstrated that operating environment does not significantly moderate the relationship between strategic social marketing and performance of CBOs leading to a conclusion that contribution of strategic social marketing approach to performance of CBOs exists regardless of the conditions existing in the environment. This can also be concluded to mean that operating environment should be evaluated as an independent variable. Further, performance and strategic social marketing are also influenced by other factor not mentioned in this study.

The joint effect of strategic social marketing and operating environment was demonstrated to impact on the performance of the surveyed CBOs. However, to succeed, these variables should be applied jointly as the results have revealed, so that synergy can be achieved. This leads to a conclusion that social marketing activities should be approached strategically and environment within which they are implemented both internal and external should be understood to achieve considerable success. Thus, availability of appropriate internal systems, a favourable external

environment and approaching social marketing activities from a strategic perspective contributes to better CBO performance.

5.4 Limitations of the Study

While this study produced meaningful results, it was subject to several limitations which in turn provide avenues for further research. First, the study focused only on community based HIV and AIDS organizations. A study based on a single sub-sector in health limits the generalizability of the results across all sectors. Although industry specific research enhances internal validity, care should be taken when generalizing to other sectors. It should be kept in mind that findings in HIV and AIDs sector context may not necessarily translate into education context.

Second, the variables included in the conceptual framework are not exhaustive. Other factors could provide additional insights into the influence of strategic social marketing on performance of CBOs. Third, the results of this study are based on self reported data of the best informed persons within the surveyed organizations. Though they are quite reliable, information that is generated by key informant is not the only source of information that can explain their levels of performance. At the same time questionnaire and interview schedules though good tools for data collection, group focus discussions could yield more information especially on such subjects that are sensitive such as reproductive health issues.

Fourth, the activities carried out by CBO have long term effects that can only be evaluated through as study for the same CBOs for a long period of time. As this study used a cross-sectional research design in which the respondents were interviewed just once to assess their perspective of the issues under study, a case study research design would have best addressed this at it gives a researcher a long period of time to interact and observe respondents in their natural environment.

5.5 Recommendations

This study makes several recommendations that have managerial and theoretical implications. Foremost, the study found out that policy element of strategic social marketing contributes significantly to CBO's performance. It is therefore

recommended that CBOs should strive to participate in national HIV and AIDS policy development as this informs their policies and activities, improve their ability to identify the expected outcomes and enhances their performance. Secondly, research findings demonstrated that application of strategic social marketing enhances organization's level of effectiveness, efficiency, and relevance consequently leading to better performance. This study recommends that CBOs and other organizations involved in marketing social goods embrace this approach as a planning and implementation tool. This recommendation supports the argument advanced by French, et al., (2011) that social marketing should be strategic in nature.

Third, much as findings indicate that strategic social marketing contributes to the overall performance of CBOs, the findings demonstrated that they do not lead to improved financial sustainability. Therefore, a thorough study and understanding of the factors influencing donors' choice of implementing partners by CBOs and other donor funded organizations is recommended. Development of new mechanisms and strategies that can lead CBOs financial sustainability are also recommended. Fourth, as this study found out that majority of the surveyed CBOs were managed by staff with low levels of education, it is recommended that CBOs and other organizations develop and implement a training and development framework that can improve management skills of staffs as well as offer incentives for retaining them for longer periods in their organizations. The study found out that a favourable operating environment is a prerequisite for good organizational performance. This study therefore recommends that management teams of CBOs and other organizations carry out a thorough analysis of both internal and external environment. In addition, it is recommended that such organizations establish proper internal management structures, systems and policies as these enhance performance of organizations. Further, project selection and implementation by CBOs should be based on their ability to implement them efficiently.

The results of this study also have major implications on the government. First, the study recommends that government of Kenya set aside more funds to enhance HIV and AIDS treatment literacy and access. At the same time government agencies involved in the implementation of HIV and AIDS programmes need to build management capacity of CBOs so as to improve their efficiency and performance.

Increased levels of monitoring and evaluation are also recommended in order to identify failures before they occur. Second, the study found out that there is no operational forum where CBOs can interact and share information. This study therefore recommends development of a framework that could lead to the establishment of an operational CBO council so as to provide a forum where CBOS share information especially on success and challenges in implementation and sources of funding. Third, a national social marketing policy is recommended to guide and govern implementation of social marketing activities in the country, for both CBOs and those interventions financially supported by government agencies.

The research findings of this study address some of the earlier identified knowledge gaps and thus contribute to the frontiers of knowledge. First, the study has advanced a detailed conceptual framework of strategic social marketing and empirically tested it. The findings of the study indicate that strategic social marketing impacts positively on the performance of CBOs. These empirical results are of great importance given that major published reports have been written and evaluated based on the donor requirements. Further, the inclusion of operating environment in the tested conceptual framework, previously not included in other studies, emphasizes its relevance in programme design and implementation. The linking of strategic social marketing, operating environment and performance of CBOs adds to the existing theories such as social network theories and well as resource based view of the firm.

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, 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 performance of CBOs in Kenya context.

5.6 Suggestions for Further Research

This study found out that strategic social marketing influences performance of community based HIV and AIDS organizations. It is therefore recommended that an investigation into the influence of strategic social marketing on performance of other CBOs involved in other social activities such as TB and Malaria prevention to be carried out. Further research should also be carried out to evaluate impact of strategic social marketing on marketing activities carried out by government agencies such as free primary education and health care. The inclusion of other variables in the conceptual framework such as manager's characteristics and the location of the community based may also bring useful insights. This study therefore recommends an empirical inquiry into this. In addition, a research on the implication of social marketing on CBO's positioning should also be carried out. As the current study found out that many CBOs cease to exist after six years of operations, it is recommended that a research on the causes of this be carried out.

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APPENDICES

Appendix 1 Questionnaire

Dear respondents,

This questionnaire is designed to collect data from Community Based HIV and AIDS organizations (CBOs) in Nairobi, which will be analyzed to establish the influence of Strategic Social Marketing and operating environment on the performance of CBOs. The data will be used for academic purposes only and will be treated with utmost confidence. Your participation in facilitating the study is highly appreciated. There is no right or wrong answers to the questions. The questionnaire comprises five parts, kindly fill in your responses as honestly as possible. Instructions are provided at the beginning of each section.

Part I: Background Information

a) Organization Profile

1. Name of organization.....
2. Age of organization?
   a) 2 years and below [ ]
   b) 3 - 6 years [ ]
   c) 7 - 10 years [ ]
   d) 11 -14 years [ ]
   e) Over 14 years [ ]
3. Tick the constituency where the CBO is located.

Kamukunji	[ ]	Makadara	[ ]
Starehe	[ ]	Westlands	[ ]
Langata	[ ]	Kasarani	[ ]
Dagoretti	[ ]	Embakasi	[ ]

4. What are the funding sources of the CBO? [tick appropriately]
   a) Community members [ ]
   b) The government [ ]
   c) International Donors [ ]
   d) Local donors such individual from the private sector [ ]
   e) The church and other religious institutions [ ]

   Others (please specify).....
   .....
5. Tick the HIV and AIDs services provided by your organization to the community?
   a) HIV and AIDS awareness [ ]
   b) HIV and AIDS prevention [ ]
   c) Care and support [ ]
   d) Treatment access [ ]

Others please specify).....
.....

b) Respondent profile

6. Job title.....
7. Gender. Male [ ] female [ ]
8. Highest level of education attained. [tick where appropriate]

Standard 8	[ ]	KCSE or equivalent	[ ]
Diploma	[ ]	Certificate	[ ]
Masters Degree	[ ]	PhD degree	[ ]
Bachelor's Degree	[ ]		

9. How long have you worked in this organization?
   a) 2 years and below [ ]
   b) 3 - 6 years [ ]
   c) 7 - 10 years [ ]
   d) 11 -14 years [ ]
   e) Over 14 years [ ]

Part II: Strategic social marketing

10. Please indicate how the following statements apply to your organization? (**TICK** the number that best represents your choice).
    a) **Policy**:
    Key: 1= Not at all 2= to a very small extent **3**= to a small extent
    4= a large extent **5** = to a very large extent

Descriptions and characteristics	**1**	**2**	**3**	**4**	**5**
The CBO analyzes the needs of its beneficiaries before designing any programme.					
Members of the community are given a chance to identify their needs by the CBO.					
The CBO is involved in policy advocacy amongst all its stakeholders.					
The CBO participates in HIV and AIDS policy development at the national level.					
The CBO holds community forums to discuss newly developed policies.					
The CBO helps members to evaluate the impact of policies on the community.					
The CBO has measurable policy objectives developed in a participatory manner.					
The CBO evaluates the outcomes of policies at the community level.					

b) Strategy

Descriptions and characteristics	1	2	3	4	5
The CBO has a mission statement that summarises reason for its existence.					
The mission is known and agreed to by staff					
The mission is linked to the goals of the organization					
The organization carries out customer behaviour analysis before delivering services.					
The CBO identifies other behaviours that compete with expected behaviour.					
The CBO evaluates its strengths before strategy development.					
The CBO evaluates its weaknesses before strategy development.					
The CBO evaluates its threats before strategy development.					
The CBO evaluates its readiness before strategy development.					
The organization carries out environment analysis of other competing behaviours.					
The CBO has clear strategic goals to be achieved.					
Strategic objectives are developed in a participatory manner.					
The CBO involves all stakeholders in strategy development.					
The CBO has clear strategies that it uses to achieve objectives.					
The CBO has practical HIV and AIDS intervention mix to be used to achieve the objectives.					
The CBO have clear laid out procedure of selecting interventions.					
Responsibilities are clearly defined indicating who is to perform them and by when.					
Time frame for programmes are clearly defined					
The CBO ensures that programmes outputs, outcomes and impacts are shared with community members.					
CBO discusses openly with community members the products and services available to achieve the desired behavioural goals.					

c) Implementation(social marketing mix):

Descriptions and characteristics	1	2	3	4	5
Outcomes are clearly stated					
Outputs are clearly defined					

The organization clearly indicates the expected impacts of programmes interventions.					
Each intervention is simplified into specific roles and responsibilities.					
The organization clearly defines the financial resources required for each programme.					
The organization clearly defines the human resources required for each programme.					
The organization clearly defines the capital equipment required for each programme.					
The CBO has clear indicators to evaluate success of each programme.					
The organization has a clear defined HIV and AIDS service offered to the community.					
HIV & AIDS Services offered by the CBO have price expressed in terms of time, sacrificing the existing behaviour, etc.					
HIV & AIDS Services provided by the CBO are accessible to community members.					
The CBO informs community members of the available HIV and AIDS services.					
CBO has lasting relationships with all stakeholders including donors, government agencies, community leaders and other organizations.					
The organization has a clear understanding of what helps to sustain certain behaviours.					

Part III: Internal environment

11. To what extent do you agree with the following statements relating to your CBOs' internal environment? (Please **TICK** the number that best represents your choice).

Key: 1= Not at all 2= to a very small extent **3**= to a small extent
4= a large extent **5** = to a very large extent

Descriptions and characteristics	**1**	**2**	**3**	**4**	**5**
The CBO has a strong leadership to guide its operations.					
The responsibilities for leadership and decision-making are known and distributed appropriately.					
Staff members are willing to take on leadership.					
Leadership is effective in acquiring and protecting resources.					
Leadership practices participatory management					
Leadership is flexible, and it welcomes change					

Staff are willing to express new ideas to those in positions of power					
The organization has a strategic plan.					
The organization has a formal structure that supports goal achievement.					
The CBO's structures support its mission and its goals					
The structure of the organization allows free flow of information throughout the organization and between other stakeholders.					
The structure allows proper coordination within the organization.					
The organization has proper staffing systems such as recruitment, reward and lines of accountability.					
The CBO has well trained staff.					
The employees feel well compensated and equitably treated.					
The employees feel equitably treated.					
The employees within the CBO have high levels of commitment and positive attitude towards change and performance					
The CBO's staffs have positive attitude towards change.					
The CBO has a clearly defined culture outlining values and practices of the organization.					
The CBO's staff identify with the organization's values and practices.					
The CBO has clearly defined procedures and systems governing all its activities.					
The CBO undertakes adequate budgetary planning.					
The CBO undertakes regular budgetary review.					
The organization has proper financial control systems such as bookkeeping and financial statement.					
CBO has appropriate information management systems.					

Part IV: External Environment

12. To what extent do you agree with the following statements relating to your CBOs environment (Please **TICK** the number that best represents your choice).

Key: 1= Not at all 2= to a very small extent **3**= to a small extent
4= a large extent **5** = to a very large extent

a) **Dynamism vs. complexity**

Descriptions and characteristics	**1**	**2**	**3**	**4**	**5**
The CBO is conversant with current status of its operating environment.					

The current economic environment is threatening the achievement of the organization's objectives					
The current technological environment is facilitating the achievement of the organizations objectives.					
The current laws in Kenya(for example new constitution) have an influence on the CBO's activities					
The natural environment has affected how the CBO carries out activities.					
The current cultural environment has an influence on the CBO's activities.					
There are many competing behaviours that are putting pressure on the community members					
Due to environmental pressure, members of the community abandon some positive courses of action.					
Community members are sensitive to the price of the HIV and AIDS services offered by the CBO.					
There is increased demand for CBO's HIV and AIDS services/products from people who never used to seek them.					
The new consumers are seeking different services from the one that the CBO is currently offering.					

b) **Heterogeneity**

Descriptions and characteristics	**1**	**2**	**3**	**4**	**5**
Different groups demand different services from the CBO.					
Laws and policies passed by the government put pressure on the CBO's activities.					
Community members demand products/services which are unrelated to the services and products offered by the CBO.					
Donors through their stringent funding rules restrict operation of CBOs.					
Donors demand participation in CBO's resource allocation activities.					
Donors demand accountability of funds offered to the CBO.					
Donor demand output and outcomes from the CBOs within specified time which at times limits the performance of the organizations.					
Employees demands favourable working conditions and good pay even when the organization does not have					

enough funds.					

c) **Capacity and domain consensus**

Descriptions and characteristics	**1**	**2**	**3**	**4**	**5**
The CBO has a wide variety of sources of both financial and non financial resources.					
The CBO have sustainable financial and non financial resources to support implementation of interventions					
Through its networks and collaborations, the CBO has a wealth of non financial resources such as employees, volunteers and informed members of the community.					
The CBO has a good reputation among its partners					
There is a clear definition of what the CBO should do within the community among the other stakeholders.					
The CBO through participatory methods is able to identify the stakeholders and the responsibilities of each.					

Part V: CBO performance

13. To what extent do you agree with the following statements relating to your CBO's performance (Please **TICK** the number that best represents your choice).

Key: 1= Not at all 2= to a very small extent **3**= to a small extent

4= a large extent **5** = to a very large extent

a) Effectiveness

Descriptions and characteristics	**1**	**2**	**3**	**4**	**5**
The CBO has created a high level of HIV and AIDS awareness within the community.					
The CBO has enabled a substantial number of community members to change behaviours that could put them into risk of contracting HIV and AIDS.					
The CBO has facilitated a substantial number of community members to sustain new behaviours that prevent them from contracting HIV and AIDS.					
The CBO has enabled community members to have a new outlook of their health.					
The CBO has ensured that a large number of community members infected and affected by HIV and AIDS get support e.g. emotional and financial.					
The CBO has ensured that both infected and affected members of the community have access to food, shelter and other basic amenities.					
The CBO has ensured that a large number of community members infected with HIV and AIDS have access to ARV and other forms of treatment.					
Through its initiatives, the CBO has facilitated community members infected or affected by HIV and AIDS to start income generating activities					

There has been replication of CBOs activities and strategies by other stakeholders in other parts of the country.					
The CBO has increased the number of locations it offers its services					
The number of community members seeking services offered by CBO has increased over time.					

b) Efficiency :

Descriptions and characteristics	**1**	**2**	**3**	**4**	**5**
Staff members are used by the CBO to the best of their abilities.					
The CBO makes maximal use of its facilities such as buildings and equipment.					
The CBO makes optimal use of its financial resources.					
High quality administrative systems are in place (financial, human resources, programme, strategy, etc) to support efficient service delivery.					
The CBO compares progress and achievement made in the organization from time to time.					
CBO's programmes are evaluated on the basis of the cost.					
The CBO delivers its services and products promptly without any delay.					
CBO's equipment and systems are well maintained to avoid unnecessary delay in service delivery resulting from breakdown.					
The organization always achieves its objectives within the set time frame.					
The organization controls overhead costs.					

c) Relevance :

Descriptions and characteristics	**1**	**2**	**3**	**4**	**5**
Programmes run by the CBO are regularly reviewed to reflect changing environment.					
Programmes run by the CBO are regularly reviewed to reflect changing capacities.					
Beneficiary-needs assessments are conducted regularly					
Services offered by CBO are constantly reviewed to reflect changing client needs.					
Services offered by CBO are constantly reviewed to reflect changing client type.					
The CBO regularly reviews the environment to adapt its strategy.					
The CBO's stakeholders have expressed their satisfaction with how the organization is running its affairs.					
The CBO's partners have changed their attitude towards the organization from negative to positive.					
The funding that the organization has been receiving					

from the stakeholders has increased over the last five years.					
There has been increased level of acceptance of proposal and bids from the CBO over the last five years.					
There has been increased number of new funders to the organization over the last five years.					
The number of old funders to the CBO are continually willing to support the initiatives of the CBO.					
Peer organizations value their relationship with the CBO.					
Peer organizations highly recognize the CBO's role in the implementation of projects targeting the community.					
The organization adequately balances stakeholders' demands.					

d) Financial viability:

Descriptions and characteristics	**1**	**2**	**3**	**4**	**5**
CBO's existing funding sources offer sustained support					
The CBO consistently obtains new funding sources.					
The CBO have sustainable financial resources for continuity of programmes even with the exit of key donors.					
The CBO has more revenue than expenses.					
CBO's assets are greater than liabilities.					
The CBO keeps surplus financial resources to use during economic depressed periods.					
The CBO monitors finance, capital assets and depreciation on a regular basis.					
The CBO has wide sources funds including new players from the community and private sector.					
The amount of resources mobilized from the local partners and the community have increased over the last five years.					

Appendix II Interview Schedule for CEOs

1. Position
2. Gender
3. Length of service in the organization
4. Highest level of education
5. Age of the organization
6. Constituency
7. What are the Sources of funds for this organization
8. What areas of HIV and AIDS is your CBO involved in?
9. **Strategic social marketing**
   a) Does the CBO analyze the needs of the beneficiaries
   b) Do members of the community participate in identifying their need? How often?
   c) At any time, does the CBO participate in Policy development process? At what level?
   d) Does your organization hold forums with community members to discuss new policies, laws and how they will affect them?
   e) Does the CBO have measurable policy objectives?
   f) Does your organization have a mission, goals, strategic goals, strategies and procedures
   g) Does the organization carry out SWOT analysis and how often?
   h) Do you involve all stakeholders in strategy development, development and selection of intervention mix for HIV and AIDS activities as well as clear definition and distribution of responsibilities?
   i) Does the CBO communicate to members of the community on the products and services available, programme outputs, outcomes?
   j) For each programme or project are resources required clearly defined and how success would be evaluated?
   k) Does the CB clearly define HIV and AIDS products, price, place, promotion, people, process?
   l) Does the organization have lasting relationships with all interested groups?

10. **Internal Environment**
   a) Does the CBO have strong leadership, good in decision making and are accepted by the staff members as well as the community members?
   b) Do the leaders of the CBO allow participation and sources for funds?
   c) Does the organization have a strategic plan and structure that support mission and goal achievement?
   d) Does the structure allow information sharing, coordination and interaction?
   e) Does the organization have clear systems – HR, planning, budgeting, financial control and information management?
   f) Does the organization have well trained staff, with right attitude, committed and positive?
   g) Does the organization have shared values that are accepted by all members?

11. **External Environment**
   a) How do changes in the following environmental aspects affect activities of the CBO – Political, legal, socio-cultural, technology, economic and legal?
   b) Have there been an increase in the number of people who seek services from you? New or Old?

c) What are some of behaviours among the communities your CBO serve that are affecting your activities negatively?
d) Do different stakeholders demand different services other than what you offer?
e) How do the following affect your operations – law and policies governing CBOs, donor demands, expectations and rules, employee demands?
f) What are the sources of your resources? Are they enough?
g) Do you have networks with other organizations and donor community? What have you gained from this?
h) Is there agreement among the CBOs operating in this are on what you should do and what they should do?
i) Who are your stakeholders, what are their roles and how do you identify them?

12. CBO performance

a) What level of awareness has the CBO created in the community:
b) Has the CB been able enable members of the community to change behaviour and maintain the new positive behaviour?
c) Does the CBO support those infected and affected by HIV and AIDS? How?
d) Have other organizations come for learning visits into your organization?
e) Have the CBO started similar offices in different locations? Why?
f) Does the CBO have optimal use of its resources: financial, human and non financial
g) Does the CBO evaluate progress and compare what was expected with the achievement
h) Does the CBO have equipment? Are they maintained
i) Does the CBO achieve its objective within set time and are services offered promptly?
j) Are the programmes run by the CBO regularly reviewed in line with changing environment, client type, client needs as well as change in capacity?
k) Has the CBO been able to increase the number of donors, level of funding from new and old donors and accepted bids and proposal in the past 5 years?
l) The CBO highly recognized by stakeholders such as the government, community, donors as well as other organization
m) The CBO has enough resources to carry out its activities today and into the future when donors exit?
n) Does the CBO have strategies to mobilize resources locally and internationally?
o) What is the status (quantity and value) of your organizations assets, liabilities and expenditure?

Appendix III A List of Active CBOs in Nairobi County

MAKADARA	EMBAKASI
1. Agenda for Change Makadara Combination Youth Group	1. Action for Research & Development (AFORD)
2. Aids Response Team	2. Angaza Child Trust
3. Association of Marginalised Women Of Kenya	3. Bema Children's Project
4. Assouted W.S.H.G	4. Charisma Tumaini Centre
5. Bystorm Aids Awareness Group	5. Community Education And Health Care Project
6. Community Implementing Initiative	6. Community Nurturing Int.
7. Community Intergrated Development Initiatives	7. Dandora Youth Multi-Purpose Self Help Group(D.Y.M.S)
8. Complicity Awareness Organization	8. Discordant Couples Of Kenya (Discok)
9. Cowget Community Based Organization	9. Food for the Hungry Kenya
10. Duol Self Help Harambee Group	10. Glowamo organization
11. Emerging Leadership Initiatives	11. Grace Care Group
12. Family Life Community Basic Education	12. Homeless Persons Organization
13. Global Vision Caring Network	13. Inter-Christian Charity Organization(ICCO)
14. Hope and Joy Self Help Group - Fuata Nyayo	14. Jansta Provide and Special Centre
15. Jisaidie Development Network	15. Journey by Christian Women Group
16. Lets Live International	16. Kariobangi South Housing Cooperative Society
17. Life Focus Network	17. Kenya Airports Employees Association
18. Make a Better World(Kenya)	18. Mocs Community Development Buream
19. Mary Immaculate VCT	19. NECLETAH
20. Mater Men Post Test Club (MAMEN)	20. Nekhonga Self Help Development Initiation(NESEHEDE)
21. Nairobi First Love Church	21. Network of Youth Action Against AIDS In Kenya
22. Nairobi Monthly Meeting HIV/AIDS Project	22. Njomamu SHG
23. Nairobi South Youth Self Help Group	23. Nofi Njiru Organic Farming Integrated
24. New Baraka United Self Help Group	24. Operation Hope
25. New Mukuru Kayaba - Group B	25. Organic farmers
26. Nyando South "B" Progressive Youth Group	26. Progressive Care Coalition
27. Organization for Defaulters Tracing And Promotion of ARVs Adherence	27. Soweto PMTCT Self Help Group
28. Partners in HIV Prevention Org.	28. St.John Community Health Centre

(PIHPO)	
29. Premier Youth Community Based Organization	29. Twisia Squators S.H.G
30. Ridge Pole Social Organization	30. Wecare VCT Support Group
31. Save Environment CBO	31. Youth Empowerment Centre
32. Sinai Post-Test Club Networks	32. Youths in Tourism Kenya
33. Solidarity for Economic Efforts In Kenya (SOFEK)	**Kasarani**
34. Thome Witus Welfare Women Group(TWIME)	1. Abukoshe Abamalando Welfare Association
35. Urban Development Programme of Kenya	2. Aids Orphans Care And Support Programme (AOCASP)
36. U-Tena Youth Group	3. Army Against AIDS (triple A)
37. U-Turn Perfomance Arts Group	4. Comboni Missionary Sisters Health Programme
Kamukunji	5. Cornerstone VCT
1. Community Servants Women Group	6. Echoes of Joy Education Centre
2. Discordant Couples Of Kenya (DISCOK)	7. Face of Hope
3. Faasik CBO	8. Gamumo Self Help Group
4. Fulhamo women group	9. Glucola Youth Group
5. Horn of Africa Community Based Health Project	10. Gukisa Women Group
6. Imani Disabled SHG.	11. Imani Scouts Brigade Self Help Group
7. Indigenous Tabernacle Council of Kenya	12. Kanya Women Kasarani S.H.G
8. Jomads Mixed Group	13. Kasa Emmanuel (CBO)
9. Kamukunji Community Based Organization Network (KCBO-NET)	14. Kasa SHG
10. Kamukunji Jua Kali Youth Initiative	15. Kasarani Alliance For People Living With Aids
11. Kasiri Community Project VCT Site (KACOPRO)	16. Kasokoka(Kahawa,Soweto,Kongo kamae)
12. Kenya Arid Regions Children Fund	17. Kenya Arid Regions Children Fund
13. Maendeleki Self Help Group	18. Korogocho a Community Development Reform Project
14. Maisha Young Women Group	19. Life Christian Education Centre (LCEC)
15. Mama Fatuma Goodwill Children's Home	20. Mahu Youth Group
16. Mother/Child With Aids Support Organisation	21. Meaper Women Self Help Group Ruaraka
17. Ngazi Moja Foundation	22. Mulufu S.H.G
18. Nightngale fbo	23. Neema Fellowship Women Group
19. Organisation of People Living With Aids In Kamkunji (OPLAK)	24. Network of Community Based Organization And SHG In Kenya
20. Pamoja Welfare Development	25. NVK Ngunguru Dancers S.H.G

Initiative	
21. Sahal Aids Awareness Programme	26. Nyabenge Young Turks Association
22. Shauri Moyo Baptist Church	27. Nyayo Youth Development Association
23. Solidarity for Ecofriendly Efforts	28. Oasis Africa Programme
24. Sports and Peace Development (SPADE)	29. St Francis Community Based Health Care Programme (St. Francis CBHC)
25. Tamasher 2000 Youths S-H Group	30. Teenagers Plus Community Based Organization
26. Tana Alim Centre For Research, Training And Development	31. The Elite Care
27. Umma CBO	32. Vision Volunteers Organisation
28. Umoja S.H.G.	**Dagoretti**
29. Urban Developement Programme of Kenya	1. A global Healthcare Public Foundation
30. Voice of hope community project	2. Brotherly Post Test Club
31. Waia Vision SHG	3. Dagolight Agape Christian Community Development Centre
32. Wanag Youth Asssociation	4. Dagoretti Youth Developers Group
33. YMCA Shauri Moyo Branch	5. Eugine Angolo Charity Foundation
34. Youth Voices Initiative (CBO)	6. Food for the Hungry Kenya
Starehe	7. Fountain of Joy Programme
1. Bravo Sports & Art Talent Stars / Street and Slum Initiative Project (SSIP)	8. Kabiria Youth Group
2. Casino Support Group	9. Karika Ageing & HIV/AIDS Community Based Organization
3. Children Mercy Missions Kenya	10. Kenya Red Cross Karen Langata Branch
4. Chillers Youth Volunteer Outreach And Network Club (CYVONEC)	11. Lenana Slum Orphans
5. Community Health Foundation VCT	12. Local Aid Organisation
6. Eneo Joy Community Development S.H.G	13. Midhill Nursing Home
7. Faith Miracle Centre Fellowship Ministries	14. Msingi wa Tumaini Jipya
8. Family Education Welfare	15. Nairobi Family Support Services
9. Fourty Nine Self Help Group (FOSHEG)	16. Ray of Hope Clinic & Community Centre
10. Friends of Ngaira	17. Redeemed Gospel Church INC Waithaka Branch
11. Gaheno SHG	18. Riruta United Methodist Women CBO
12. Global Youth Network	19. Riruta Youth Development
13. Groots Mathare Mothers Development Centre	20. Samaritan Community Network
14. Huruma Muslim Development	21. September 10 Rescue Centre
15. Immanuel Deaf Youth	22. Trinity VCT Centre

16. Ithike Withayu Women Group	23. Vineyard of Hope Support Group
17. Jordan Welfare Group	24. Vision Youth Power Group
18. Kasaru Welfare Group	25. Zamm Care Centre
19. Kielelo Ziwani Women Group	**Westlands**
20. Koboshia HIV&AIDS Defeaters	1. Agape Self Help Group
21. Lea Toto Starehe Office	2. Ananda Marga Ten Sisters 'HIV' Self Help Group/ Universal Relief Team
22. Maji Mazuri Headstart CBO	3. Bread for Children Kenya
23. Mathare Huruma Men Living Hope HIV/AIDS Group	4. Coptic Hospital
24. Mathare Intellectulal Parents And Siblings Organisation.	5. FETCH(forum for Educating,Training,Caring & Hospitality)
25. Mathare Juakali Mabatini Youth Group	6. Food for the Hungry Kenya
26. Nairobi Metropolitan Juakali Association	7. Gatagati Group Kibagare
27. Ngara East Upendo Women Group	8. Jambo Women Group
28. Nyaplateau People Living With HIV In Kenya	9. Kabete Trio Women Group
29. One-Stone Youth Group	10. Kangemi Women Empowerment Center
30. Ongea Health Support Group	11. Tumaini Toto Self Help Group
31. People with Disability Small Traders Organization	12. Vigulu Women Group
32. Positive Role Model Ambasadors Poroma	13. Woman of Worth
33. St. Judes self help organization	14. Youth in Focus Foundation
34. Starehe Kapino Networking ground	
35. Streets And Slums Initiative Programme	
36. University Students Developers Initiatives	
37. Urban Rural Initiative For Overall Development	
Langata	
1. Discordant Couples of Kenya	2. Project Circle Management
3. Food for the Hungry	4. Providence Whole Care International
5. Foundation of People Living With HIV/AIDS In Kenya (FOPHAK)	6. Riziki Kenya
7. IQRA Self Help Group	8. Strategic Community Development Network (SACODEN)
9. Kianda Residents Community Based Organization	10. TAPWAK
11. Kibera Mashimoni Youth Group	12. Tumaini Home Based Care People Living With HIV/AIDS
13. KICOSHEP – KENYA	14. Unity Weep Centre
15. Laini Saba Project Centre & Home	16. Utumoni Community HIV/AIDS

Care	Counselling Project
17. Malasa Women Project	18. Wakibe Hiv/Aids Community Support Project
19. National Alliance of Orphans And Women In Kenya – NOWEK	20. Youth Enterprises Mpango Association
21. Ngei Development Youth Group (NIDYG)	22. Zinduka Afrika
23. Partners of Hope CBO	

Source: NACC, December, 2012

Appendix IV Sample Distribution

Constituency	Population(N)	Sample (n)	Achieved sample(n)	Achieved sample (%)
Dagoretti	80	42	38	20.8
Embakasi	44	23	21	11.5
Kamukunji	30	16	16	8.7
Kasarani	36	18	18	9.8
Langata	45	24	21	11.5
Makadara	42	22	20	10.9
Starehe	43	23	16	8.7
Westlands	30	15	13	7.1
TOTAL	**350**	**183**	**163**	**89%**

Appendix V Hypotheses for the Variables and their Constructs

The hypotheses related to the constructs of the study variables included:

H_{p1}: There is a statistically significant relationship between the Policy and CBO's Effectiveness

H_{p2}: There is a statistically significant relationship between the Policy and CBO's Efficiency

H_{p3}: There is a statistically significant relationship between the Policy and CBO's Relevance

H_{p4}: There is a statistically significant relationship between the Policy and CBO's Financial Viability

H_{p5}: There is a statistically significant relationship between the Policy and CBO's Performance

H_{s1} There is a statistically significant relationship between the Strategy and CBO's Effectiveness

H_{s2} There is a statistically significant relationship between the Strategy and CBO's Efficiency

H_{s3} There is a statistically significant relationship between the Strategy and CBO's Relevance

H_{s4} There is a statistically significant relationship between the Strategy and CBO's Financial Viability

H_{s5} There is a statistically significant relationship between the Strategy and CBO's Performance

H_{i1} There is a statistically significant relationship between the Implementation and CBO's Effectiveness

H_{i2} There is a statistically significant relationship between the Implementation and CBO's Efficiency

H_{i3} There is a statistically significant relationship between the Implementation and CBO's Relevance

H_{i4} There is a statistically significant relationship between the Implementation and CBO's Financial Viability

H_{i5} There is a statistically significant relationship between the Implementation and CBO's Performance

Hee_1 There is a statistically significant relationship between the External Environment and CBO's Effectiveness

H_{ee2} There is a statistically significant relationship between the External Environment and CBO's Efficiency

H_{ee3} There is a statistically significant relationship between the External Environment and CBO's Relevance

H_{ee4} There is a statistically significant relationship between the External Environment and CBO's Financial Viability

H_{ee5} There is a statistically significant relationship between the External Environment and CBO's Performance

Hie_{1} There is a statistically significant relationship between the Internal Environment and CBO's Effectiveness

H_{ie2} There is a statistically significant relationship between the Internal Environment and CBO's Efficiency

H_{ie3} There is a statistically significant relationship between the Internal Environment and CBO's Relevance

H_{ie4} There is a statistically significant relationship between the Internal Environment and CBO's Financial Viability

H_{ie5} There is a statistically significant relationship between the Internal Environment and CBO's Performance

H_{iem1} The Internal Environment has a significant moderating effect on the relationship between strategic social marketing and performance of CBOs.

H_{eem2} The External Environment has a significant moderating effect on the relationship between strategic social marketing and performance of CBOs.

Appendix VI Principal Factors for Study Variables

Table A_1 Principal Factors for Policy

Rotated Component Matrix[a] – Policy dimension of strategic social marketing			
		Component	
		1	2
Q17		.865	.151
Q15		.838	.241
Q16	policy development process	.823	.199
Q14		.766	.134
Q13		.747	
Q12		.686	.189
Q11	Consumer Research	.110	.893
Q10		.237	.853
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 3 iterations.			

Table A_2 Principal Factors for Strategy

Rotated Component Matrix[a] – for strategy dimension of strategic social marketing				
		Component		
		1	2	3
Q29		.805	.136	.152
Q36		.786	.277	.221
Q32		.770		.296
Q34		.758	.257	.178
Q28	Operational/	.742	.220	.292
Q30	Tactical Plans	.741	.165	.332
Q35		.737	.333	.217
Q33		.702	.286	.315
Q31		.686	.136	.344
Q20		.227	.885	.201
Q19	strategic direction	.181	.883	.211
Q18		.279	.844	.105
Q23		.314	.220	.845
Q25	SWOT analysis	.334	.189	.827
Q24		.360	.170	.817
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.				
a. Rotation converged in 5 iterations.				

Table A_3 Principal Factors for Implementation

Rotated Component Matrix[a] – implementation dimension of strategic social marketing			
	Component		
	1	2	3
Q38	.888	.179	
Q37	.828	.262	
Q39 roles and expectations	.816	.139	.234
Q40	.777	.164	.255
Q42	.691	.287	
Q41	.573	.276	.292
Q43	.484	.293	.268
Q47	.244	.826	.152
Q48 Services offered	.187	.818	.127
Q46	.219	.797	
Q45	.271	.780	.176
Q49 Relationships	.162	.159	.877
Q50	.242	.141	.846
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 5 iterations.			

Table A_4 Principal Factors for Internal Environment

Rotated Component Matrix[a] – for internal environment a dimension of operating environment					
	Component				
	1	2	3	4	5
Q55	.864				.173
Q54	.836				
Q56	.820	.131			.150
Q52 Leadership	.776		.247	.186	
Q51	.696	.167	.222	.240	
Q57	.664	.292	.238		.162
Q53	.631	.151	.122		.209
Q59	.103	.847	.158	.215	.105
Q60	.101	.840	.136	.233	.211
Q61 Structure	.226	.810	.302	.137	
Q62	.200	.764	.200		.138
Q58		.626	.138	.405	
Q67		.232	.808	.269	
Q68	.242	.125	.775		.314
Q69 staff attitude	.341	.327	.708	-.125	.207
Q70 and culture	.344	.262	.698		.321
Q66	.132	.152	.641	.417	-.225
Q64		.215	.150	.732	.158
Q63 HR policies	.284	.282		.662	.187
Q65	.118	.223	.404	.605	
Q72 budgeting and	.352	.175	.168	.179	.811
Q73 management	.258	.248	.223	.192	.797
Q75 systems	.287	.312	.272	.368	.381
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.					
a. Rotation converged in 5 iterations.					

Table A_5 Principal Factors for External Environment

Rotated Component Matrix[a] for external environment a dimension of operating environment						
	Component					
	1	2	3	4	5	6
Q94	.871	.194	.077	.157	.243	.109
Q93 stakeholders' demands	.867	.206		.153	.251	.045
Q92	.811	.200	.133	.111	.285	.057
Q91	.760	.059	.210	.203	.239	.194
Q95	.656	.092	.120	.091	-.274	-.173
Q99	.200	.793	.088	.186	-.051	.169
Q100	.115	.764	.164	.098	.029	.257
Q101	-.039	.754	.326	.053	.165	.059
Q98 CBO's reputation and image	.147	.700	.276	.058	.203	.161
Q97	.363	.607	-.060	-.066	.108	-.305
Q96	.438	.575	.050	-.107	.160	-.232
Q76	.072	.561	.057	.459	.198	.027
Q87	.059	.197	.756	-.164	.200	.159
Q86	.169	.304	.724	-.009	.033	.225
Q88 consumers' demands and	.144	.096	.658	.234	.206	-.062
Q90 expectations	.071	.125	.646	.450	.039	9.963E-5
Q85	.099	.054	.572	.250	-.090	.365
Q77	.133	.174	.106	.814	-.051	.113
Q80 socio-economic environment	.245	-.026	.105	.649	.376	-.064
Q81	.213	.054	.226	.623	.451	.158
Q79	.285	.255	.099	.109	.756	-.024
Q78 techno-legal environment	.287	.291	.157	.346	.560	.067
Q89	.239	.084	.443	.210	.528	.084
Q82 competition	.030	.174	.086	-.006	.379	.766
Q84	.058	.105	.286	.114	-.164	.755

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 7 iterations.

Table A_6 Principal Factors for Effectiveness

Rotated Component Matrix[a] -for Effectiveness dimension of CBOs' performance				
		Component		
		1	2	3
Q103	Output	.882		
Q104		.797	.184	.172
Q102		.767	.137	.116
Q105		.758	.234	.307
Q106		.623	.268	
Q110	Outcome		.768	
Q109		.308	.739	-.244
Q111			.632	.368
Q108		.189	.617	.260
Q107		.195	.516	.235
Q112	Impact	.122	.179	.827
Q113		.298	.174	.807
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.				
a. Rotation converged in 5 iterations.				

Table A_7 Principal Factors for Efficiency

Rotated Component Matrix[a] – for efficiency dimension of CBOs' performance			
		Component	
		1	2
Q119	Management Control Systems	.837	.115
Q122		.797	.270
Q121		.743	.295
Q123		.737	.145
Q120		.717	.278
Q114	Resource Utilization		.832
Q116		.291	.761
Q115		.317	.757
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 3 iterations.			

Table A_8 Principal Factors for Relevance

Rotated Component Matrix[a]- for relevance a dimension of CBOs' performance				
		Component		
		1	2	3
Q125		.898	.155	
Q127		.882	.158	.111
Q124		.824	.213	.102
Q126	Programme reviews	.820	.133	.133
Q128		.809	.167	.232
Q129		.778	.291	.167
Q130		.733	.342	.126
Q131		.594	.528	.145
Q136		.250	.875	
Q135	Linkages		.837	.181
Q138		.324	.651	.152
Q137		.272	.599	.354
Q133		.211		.878
Q132	funding sources	.123	.128	.838
Q134		.126	.341	.764
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.				
a. Rotation converged in 5 iterations.				

Table A_9 Principal Factors for Financial Viability

Component Matrix[a] – for financial viability dimension of CBOs' Performance		
		Component
		1
Q146	Financial Sustainability	.821
Q139		.817
Q140		.817
Q142		.782
Q141		.735
Q145		.714
Q147		.712
Q143		.708
Q144		.537
Extraction Method: Principal Component Analysis.		
a. 1 components extracted.		

Appendix VII Item-Total Statistics

Table B_1 ***Item-Total Statistics for Policy***

Item-Total Statistics for policy

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q10	23.96	35.110	.461	.426	.871
Q11	23.93	36.377	.369	.383	.878
Q12	24.60	31.415	.608	.462	.857
Q13	25.14	31.566	.609	.476	.857
Q14	24.48	31.720	.653	.541	.852
Q15	24.53	30.374	.787	.681	.837
Q16	24.65	30.093	.741	.734	.841
Q17	24.54	30.336	.767	.774	.839

Table B_2 ***Item-Total Statistics for strategy***

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q18	72.50	156.622	.581	.695	.951
Q19	72.63	155.814	.584	.736	.951
Q20	72.60	156.724	.603	.774	.951
Q21	72.93	153.488	.697	.543	.949
Q22	72.92	158.679	.476	.433	.953
Q23	72.70	156.582	.721	.781	.949
Q24	72.77	156.016	.709	.731	.949
Q25	72.72	157.068	.705	.733	.949
Q26	72.74	155.254	.793	.808	.948
Q27	72.68	153.996	.785	.751	.948
Q28	72.80	153.801	.772	.728	.948
Q29	73.01	153.592	.707	.689	.949
Q30	72.93	154.668	.759	.729	.948
Q31	72.98	154.833	.711	.596	.949
Q32	72.96	154.702	.717	.646	.949
Q33	72.61	156.411	.761	.721	.948
Q34	72.71	154.688	.723	.718	.949
Q35	72.80	154.393	.757	.782	.948
Q36	72.79	152.663	.775	.768	.948

Table B_3 ***Item-Total Statistics for Implementation***

Item-Total Statistics – for implementation

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q37	51.12	72.281	.714	.759	.901
Q38	51.09	72.627	.686	.794	.902
Q39	51.12	72.548	.690	.679	.902
Q40	51.20	72.434	.690	.620	.901
Q41	51.26	70.356	.639	.482	.903
Q42	51.28	71.500	.625	.512	.903
Q43	52.14	67.912	.579	.458	.908
Q44	51.44	69.075	.763	.662	.898
Q45	51.06	71.996	.666	.631	.902
Q46	51.21	72.478	.574	.560	.905
Q47	50.98	72.950	.635	.648	.903
Q48	50.91	74.072	.571	.606	.905
Q49	51.21	73.367	.465	.482	.910
Q50	51.20	73.261	.507	.493	.908

Table B_4 ***Item-Total Statistics for Internal Environment***

Item-Total Statistics for internal environment					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q51	92.60	227.044	.621	.738	.937
Q52	92.61	227.660	.595	.738	.937
Q53	92.64	228.132	.511	.555	.938
Q54	92.67	227.692	.526	.692	.938
Q55	92.55	228.262	.523	.771	.938
Q56	92.45	227.830	.566	.706	.937
Q57	92.64	225.220	.602	.669	.937
Q58	93.29	219.392	.566	.603	.938
Q59	92.94	219.299	.647	.809	.936
Q60	92.87	218.915	.674	.814	.936
Q61	92.94	219.897	.711	.779	.935
Q62	92.90	223.143	.630	.625	.937
Q63	93.31	224.535	.514	.491	.938
Q64	93.39	225.462	.447	.459	.939
Q65	93.94	219.583	.547	.549	.938
Q66	93.33	222.863	.483	.518	.939
Q67	92.96	221.184	.612	.758	.937
Q68	92.73	221.161	.649	.755	.936
Q69	92.85	221.983	.670	.724	.936
Q70	92.82	218.670	.742	.821	.935
Q71	92.75	218.569	.784	.817	.935
Q72	92.85	220.859	.644	.784	.936
Q73	92.98	220.043	.658	.779	.936
Q74	92.86	225.134	.576	.509	.937
Q75	93.13	221.125	.662	.570	.936

Table B_5 ***Item-Total Statistics for Financial Viability***

Item-Total Statistics for financial viability					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q139	17.60	47.797	.747	.644	.875
Q140	17.99	49.068	.739	.656	.876
Q141	17.68	49.132	.652	.554	.882
Q142	18.12	50.010	.704	.686	.879
Q143	17.99	50.451	.612	.665	.885
Q144	17.54	52.089	.452	.300	.899
Q145	17.25	49.078	.629	.448	.885
Q146	18.01	48.475	.764	.639	.874
Q147	17.61	50.004	.623	.461	.885

Table B_6 ***Item-Total Statistics for External Environment***

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q76	83.67	300.369	.518	.488	.913
Q77	83.64	301.601	.441	.486	.914
Q78	84.37	283.297	.655	.584	.910
Q79	84.31	292.325	.586	.615	.912
Q80	85.00	295.975	.474	.601	.914
Q81	84.37	288.742	.601	.664	.911
Q82	83.33	305.480	.362	.505	.915
Q84	83.27	308.914	.280	.530	.916
Q85	83.59	303.774	.389	.518	.915
Q86	83.38	300.336	.543	.671	.913
Q87	83.52	301.251	.431	.634	.914
Q88	83.39	300.944	.499	.437	.913
Q89	84.17	289.337	.591	.572	.911
Q90	83.63	299.123	.494	.501	.913
Q91	84.18	277.966	.691	.702	.909
Q92	84.42	280.073	.717	.803	.909
Q93	84.03	276.240	.726	.953	.908
Q94	84.09	276.652	.735	.950	.908
Q95	84.29	300.950	.317	.382	.917
Q96	85.06	300.472	.478	.670	.914
Q97	85.11	304.210	.390	.680	.915
Q98	83.97	293.042	.597	.613	.911
Q99	83.31	300.253	.553	.662	.913
Q100	83.29	300.937	.539	.646	.913
Q101	83.48	300.720	.508	.619	.913

Table B_7 ***Item-Total Statistics for Effectiveness***

Item-Total Statistics for effectiveness					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q102	40.37	52.469	.525	.465	.816
Q103	40.51	52.597	.436	.591	.820
Q104	40.53	50.621	.598	.599	.810
Q105	40.52	50.338	.665	.626	.807
Q106	40.63	51.123	.511	.407	.815
Q107	41.61	47.993	.456	.286	.821
Q108	41.05	48.479	.526	.354	.813
Q109	41.40	47.884	.469	.356	.820
Q110	41.48	48.733	.453	.358	.820
Q111	42.26	47.550	.470	.332	.820
Q112	40.84	51.703	.436	.422	.820
Q113	40.83	50.637	.531	.535	.813

Table B_8 ***Item-Total Statistics for Efficiency***

Item-Total Statistics efficiency					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q114	32.06	49.873	.450	.326	.888
Q115	32.34	45.052	.635	.497	.877
Q116	32.02	46.864	.633	.527	.876
Q117	32.35	46.871	.657	.510	.874
Q118	32.15	47.682	.693	.550	.873
Q119	32.33	46.159	.650	.558	.875
Q120	32.18	48.703	.635	.510	.877
Q121	32.69	44.078	.663	.528	.875
Q122	32.28	47.325	.697	.589	.872
Q123	32.06	48.255	.572	.436	.880

Table B_9 ***Item-Total Statistics for Relevance***

Item-Total Statistics for relevance					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q124	49.65	97.599	.705	.794	.909
Q125	49.68	97.453	.727	.851	.909
Q126	49.72	98.337	.673	.699	.910
Q127	49.69	97.004	.722	.785	.909
Q128	49.80	97.344	.727	.727	.909
Q129	49.79	97.231	.742	.725	.908
Q130	49.52	99.337	.714	.698	.910
Q131	49.38	97.447	.719	.680	.909
Q132	50.83	98.106	.456	.522	.920
Q133	51.18	97.653	.520	.626	.916
Q134	50.51	96.474	.544	.537	.916
Q135	49.55	100.867	.521	.629	.915
Q136	49.52	99.029	.603	.717	.912
Q137	49.61	99.300	.610	.497	.912
Q138	49.84	99.468	.582	.504	.913

Appendix VIII Inter-Item Correlation

Table C_1 ***Inter-Item Correlation Matrix for Policy items***

Inter-Item Correlation Matrix for Policy items								
	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17
Q10	1.000	.591	.279	.219	.302	.418	.340	.345
Q11	.591	1.000	.270	.190	.215	.269	.278	.209
Q12	.279	.270	1.000	.576	.388	.537	.476	.541
Q13	.219	.190	.576	1.000	.549	.522	.501	.485
Q14	.302	.215	.388	.549	1.000	.689	.537	.585
Q15	.418	.269	.537	.522	.689	1.000	.685	.735
Q16	.340	.278	.476	.501	.537	.685	1.000	.841
Q17	.345	.209	.541	.485	.585	.735	.841	1.000

Table C_2 Inter-Item Correlation Matrix For Strategy

	Q18	Q19	Q20	Q21	Q22	Q23	Q24	Q25	Q26	Q27	Q28	Q29	Q30	Q31	Q32	Q33	Q34	Q35	Q36
Q18	1.000	.740	.756	.478	.137	.312	.364	.365	.452	.443	.460	.354	.399	.403	.327	.425	.418	.447	.429
Q19	.740	1.000	.816	.529	.218	.439	.387	.371	.444	.442	.393	.344	.380	.310	.282	.437	.371	.430	.426
Q20	.756	.816	1.000	.530	.163	.457	.376	.399	.427	.392	.406	.350	.390	.343	.299	.466	.419	.521	.462
Q21	.478	.529	.530	1.000	.460	.521	.507	.460	.526	.551	.530	.487	.533	.471	.542	.552	.490	.518	.539
Q22	.137	.218	.163	.460	1.000	.434	.353	.394	.376	.373	.445	.472	.343	.395	.446	.339	.393	.356	.345
Q23	.312	.439	.457	.521	.434	1.000	.774	.777	.744	.669	.522	.449	.568	.494	.469	.556	.456	.498	.506
Q24	.364	.387	.376	.507	.353	.774	1.000	.742	.774	.619	.528	.446	.546	.530	.558	.517	.443	.521	.534
Q25	.365	.371	.399	.460	.394	.777	.742	1.000	.763	.647	.544	.399	.498	.542	.494	.568	.494	.511	.489
Q26	.452	.444	.427	.526	.376	.744	.774	.763	1.000	.787	.629	.536	.656	.637	.565	.546	.504	.582	.593
Q27	.443	.442	.392	.551	.373	.669	.619	.647	.787	1.000	.674	.561	.674	.635	.603	.621	.609	.529	.607
Q28	.460	.393	.406	.530	.445	.522	.528	.544	.629	.674	1.000	.749	.750	.575	.596	.598	.601	.590	.616
Q29	.354	.344	.350	.487	.472	.449	.446	.399	.536	.561	.749	1.000	.713	.586	.647	.532	.541	.595	.613
Q30	.399	.380	.390	.533	.343	.568	.546	.498	.656	.674	.750	.713	1.000	.635	.652	.621	.558	.531	.621
Q31	.403	.310	.343	.471	.395	.494	.530	.542	.637	.635	.575	.586	.635	1.000	.606	.548	.558	.569	.639
Q32	.327	.282	.299	.542	.446	.469	.558	.494	.565	.603	.596	.647	.652	.606	1.000	.631	.584	.605	.639

Q33	.425	.437	.466	.552	.339	.556	.517	.568	.546	.621	.598	.532	.621	.548	.631	1.000	.776	.656	.691
Q34	.418	.371	.419	.490	.393	.456	.443	.494	.504	.609	.601	.541	.558	.558	.584	.776	1.000	.717	.679
Q35	.447	.430	.521	.518	.356	.498	.521	.511	.582	.529	.590	.595	.531	.569	.605	.656	.717	1.000	.829
Q36	.429	.426	.462	.539	.345	.506	.534	.489	.593	.607	.616	.613	.621	.639	.639	.691	.679	.829	1.000

Table C_3 **Inter-Item Correlation Matrix for Implementation**

	Q37	Q38	Q39	Q40	Q41	Q42	Q43	Q44	Q45	Q46	Q47	Q48	Q49	Q50
Q37	1.000	.848	.671	.625	.434	.555	.469	.558	.401	.419	.443	.395	.284	.346
Q38	.848	1.000	.733	.653	.466	.604	.390	.537	.354	.373	.389	.336	.263	.301
Q39	.671	.733	1.000	.732	.497	.515	.390	.551	.407	.308	.341	.345	.355	.406
Q40	.625	.653	.732	1.000	.525	.513	.437	.554	.366	.323	.388	.348	.382	.368
Q41	.434	.466	.497	.525	1.000	.537	.488	.592	.450	.329	.386	.311	.335	.351
Q42	.555	.604	.515	.513	.537	1.000	.398	.502	.453	.288	.413	.373	.211	.320
Q43	.469	.390	.390	.437	.488	.398	1.000	.617	.414	.380	.358	.240	.285	.334
Q44	.558	.537	.551	.554	.592	.502	.617	1.000	.641	.555	.461	.450	.340	.358
Q45	.401	.354	.407	.366	.450	.453	.414	.641	1.000	.632	.604	.635	.303	.312
Q46	.419	.373	.308	.323	.329	.288	.380	.555	.632	1.000	.639	.543	.224	.231
Q47	.443	.389	.341	.388	.386	.413	.358	.461	.604	.639	1.000	.724	.322	.295
Q48	.395	.336	.345	.348	.311	.373	.240	.450	.635	.543	.724	1.000	.278	.283
Q49	.284	.263	.355	.382	.335	.211	.285	.340	.303	.224	.322	.278	1.000	.658
Q50	.346	.301	.406	.368	.351	.320	.334	.358	.312	.231	.295	.283	.658	1.000

Table C_4 - Inter-item correlation for internal environment

		Q51	Q52	Q53	Q54	Q55	Q56	Q57	Q58	Q59	Q60	Q61	Q62	Q63	Q64	Q65	Q66	Q67	Q68	Q69	Q70	Q71	Q72	Q73	Q74	Q75
Correlation	Q51	1.000	.764	.441	.519	.518	.597	.527	.431	.293	.272	.404	.313	.371	.244	.269	.239	.365	.434	.443	.416	.535	.396	.439	.323	.366
	Q52	.764	1.000	.558	.625	.598	.569	.491	.290	.230	.217	.326	.267	.318	.194	.282	.222	.308	.402	.454	.520	.573	.397	.333	.285	.399
	Q53	.441	.558	1.000	.571	.485	.473	.415	.087	.313	.299	.240	.343	.316	.163	.194	.140	.234	.334	.390	.421	.534	.401	.358	.271	.344
	Q54	.519	.625	.571	1.000	.752	.634	.498	.161	.203	.218	.304	.256	.329	.083	.226	.248	.148	.281	.394	.387	.477	.419	.321	.258	.363
	Q55	.518	.598	.485	.752	1.000	.764	.645	.154	.160	.186	.250	.223	.297	.072	.171	.188	.127	.313	.358	.429	.446	.474	.377	.333	.350
	Q56	.597	.569	.473	.634	.764	1.000	.668	.223	.229	.271	.321	.291	.283	.158	.193	.217	.175	.351	.354	.400	.512	.468	.383	.337	.373
	Q57	.527	.491	.415	.498	.645	.668	1.000	.193	.360	.354	.484	.399	.213	.160	.320	.260	.287	.450	.458	.431	.455	.461	.434	.348	.353
	Q58	.431	.290	.087	.161	.154	.223	.193	1.000	.604	.601	.595	.476	.403	.345	.417	.329	.378	.250	.326	.354	.398	.332	.405	.384	.429
	Q59	.293	.230	.313	.203	.160	.229	.360	.604	1.000	.864	.711	.620	.402	.395	.380	.325	.449	.324	.397	.382	.452	.362	.392	.513	.382
	Q60	.272	.217	.299	.218	.186	.271	.354	.601	.864	1.000	.729	.646	.422	.410	.395	.319	.414	.343	.371	.432	.489	.447	.446	.509	.460
	Q61	.404	.326	.240	.304	.250	.321	.484	.595	.711	.729	1.000	.716	.391	.312	.456	.362	.474	.388	.548	.531	.533	.337	.415	.417	.508
	Q62	.313	.267	.343	.256	.223	.291	.399	.476	.620	.646	.716	1.000	.363	.355	.325	.266	.334	.386	.479	.459	.460	.331	.388	.436	.469
	Q63	.371	.318	.316	.329	.297	.283	.213	.403	.402	.422	.391	.363	1.000	.457	.418	.195	.240	.239	.179	.263	.373	.348	.380	.390	.357
	Q64	.244	.194	.163	.083	.072	.158	.160	.345	.395	.410	.312	.355	.457	1.000	.399	.314	.396	.308	.126	.267	.268	.299	.265	.327	.417
	Q65	.269	.282	.194	.226	.171	.193	.320	.417	.380	.395	.456	.325	.418	.399	1.000	.539	.463	.358	.357	.399	.342	.326	.390	.208	.424
	Q66	.239	.222	.140	.248	.188	.217	.260	.329	.325	.319	.362	.266	.195	.314	.539	1.000	.569	.423	.408	.438	.400	.155	.184	.224	.378
	Q67	.365	.308	.234	.148	.127	.175	.287	.378	.449	.414	.474	.334	.240	.396	.463	.569	1.000	.748	.571	.618	.608	.305	.369	.293	.336
	Q68	.434	.402	.334	.281	.313	.351	.450	.250	.324	.343	.388	.386	.239	.308	.358	.423	.748	1.000	.663	.708	.658	.488	.463	.319	.410

Q69	.443	.454	.390	.394	.358	.354	.458	.326	.397	.371	.548	.479	.179	.126	.357	.408	.571	.663	1.000	.769	.725	.405	.480	.326	.424
Q70	.416	.520	.421	.387	.429	.400	.431	.354	.382	.432	.531	.459	.263	.267	.399	.438	.618	.708	.769	1.000	.831	.523	.516	.413	.542
Q71	.535	.573	.534	.477	.446	.512	.455	.398	.452	.489	.533	.460	.373	.268	.342	.400	.608	.658	.725	.831	1.000	.558	.565	.415	.544
Q72	.396	.397	.401	.419	.474	.468	.461	.332	.362	.447	.337	.331	.348	.299	.326	.155	.305	.488	.405	.523	.558	1.000	.826	.530	.499
Q73	.439	.333	.358	.321	.377	.383	.434	.405	.392	.446	.415	.388	.380	.265	.390	.184	.369	.463	.480	.516	.565	.826	1.000	.530	.535
Q74	.323	.285	.271	.258	.333	.337	.348	.384	.513	.509	.417	.436	.390	.327	.208	.224	.293	.319	.326	.413	.415	.530	.530	1.000	.507
Q75	.366	.399	.344	.363	.350	.373	.353	.429	.382	.460	.508	.469	.357	.417	.424	.378	.336	.410	.424	.542	.544	.499	.535	.507	1.000

Table C_5 – Inter-Item Correlation Matrix for External Environment

		Q76	Q77	Q78	Q79	Q80	Q81	Q82	Q84	Q85	Q86	Q87	Q88	Q89
Correlation	Q76	1.000	.446	.448	.357	.248	.392	.199	.126	.129	.300	.196	.259	.2
	Q77	.446	1.000	.353	.219	.444	.479	.107	.224	.300	.186	.101	.273	.2
	Q78	.448	.353	1.000	.603	.409	.508	.288	.153	.212	.312	.190	.367	.5
	Q79	.357	.219	.603	1.000	.401	.438	.278	-.007	.106	.230	.306	.240	.5
	Q80	.248	.444	.409	.401	1.000	.675	.135	.050	.219	.148	.104	.290	.3
	Q81	.392	.479	.508	.438	.675	1.000	.336	.167	.314	.322	.266	.356	.4
	Q82	.199	.107	.288	.278	.135	.336	1.000	.526	.217	.282	.301	.180	.2
	Q84	.126	.224	.153	-.007	.050	.167	.526	1.000	.452	.366	.268	.199	.2
	Q85	.129	.300	.212	.106	.219	.314	.217	.452	1.000	.494	.375	.268	.3
	Q86	.300	.186	.312	.230	.148	.322	.282	.366	.494	1.000	.681	.386	.2
	Q87	.196	.101	.190	.306	.104	.266	.301	.268	.375	.681	1.000	.442	.3
	Q88	.259	.273	.367	.240	.290	.356	.180	.199	.268	.386	.442	1.000	.4
	Q89	.271	.254	.519	.538	.339	.433	.270	.213	.326	.298	.316	.463	1.0
	Q90	.298	.368	.350	.172	.328	.434	.202	.250	.440	.441	.327	.491	.4
	Q91	.231	.336	.438	.426	.395	.446	.234	.199	.302	.295	.263	.335	.5
	Q92	.338	.267	.451	.463	.354	.440	.200	.071	.150	.325	.277	.299	.4
	Q93	.315	.257	.531	.501	.362	.431	.165	.028	.185	.327	.160	.297	.3
	Q94	.336	.252	.512	.468	.382	.421	.225	.083	.213	.298	.175	.309	.3
	Q95	.099	.159	.181	.143	.143	.078	-.084	.084	-.033	.140	.077	.152	.1

	Q96	.279	.098	.313	.362	.155	.144	.066	.006	.113	.230	.151	.138	.2
	Q97	.307	.037	.280	.324	.206	.092	.016	-.014	-.002	.130	.084	.069	.0
	Q98	.480	.231	.405	.342	.131	.268	.330	.219	.204	.425	.386	.360	.3
	Q99	.462	.309	.299	.260	.116	.261	.219	.201	.203	.341	.229	.237	.2
	Q100	.401	.238	.354	.292	.145	.202	.310	.248	.258	.406	.316	.219	.2
	Q101	.402	.179	.373	.324	.106	.235	.235	.158	.235	.446	.367	.297	.3

Table $C_{6:}$ Inter-item Correlation Matrix for effectiveness

		Q102	Q103	Q104	Q105	Q106	Q107	Q108	Q109	Q110	Q111	Q112	Q113
Correlation	Q102	1.000	.580	.585	.596	.389	.212	.253	.276	.165	.216	.206	.320
	Q103	.580	1.000	.655	.595	.504	.137	.170	.223	.029	.073	.161	.263
	Q104	.585	.655	1.000	.647	.388	.295	.318	.343	.213	.170	.269	.403
	Q105	.596	.595	.647	1.000	.509	.259	.335	.317	.286	.292	.311	.534
	Q106	.389	.504	.388	.509	1.000	.374	.257	.287	.209	.181	.211	.279
	Q107	.212	.137	.295	.259	.374	1.000	.295	.300	.256	.334	.282	.277
	Q108	.253	.170	.318	.335	.257	.295	1.000	.406	.395	.309	.398	.287
	Q109	.276	.223	.343	.317	.287	.300	.406	1.000	.408	.319	.103	.078
	Q110	.165	.029	.213	.286	.209	.256	.395	.408	1.000	.435	.152	.294
	Q111	.216	.073	.170	.292	.181	.334	.309	.319	.435	1.000	.306	.378
	Q112	.206	.161	.269	.311	.211	.282	.398	.103	.152	.306	1.000	.580
	Q113	.320	.263	.403	.534	.279	.277	.287	.078	.294	.378	.580	1.000

Table C_7 – Inter-item Correlation Matrix for efficiency

		Q114	Q115	Q116	Q117	Q118	Q119	Q120	Q121	Q122	Q123
Correlation	Q114	1.000	.481	.472	.317	.344	.220	.350	.285	.316	.166
	Q115	.481	1.000	.572	.496	.545	.371	.361	.483	.382	.371
	Q116	.472	.572	1.000	.588	.552	.324	.357	.378	.433	.394
	Q117	.317	.496	.588	1.000	.620	.457	.397	.471	.466	.386
	Q118	.344	.545	.552	.620	1.000	.531	.498	.435	.471	.416
	Q119	.220	.371	.324	.457	.531	1.000	.543	.568	.581	.600
	Q120	.350	.361	.357	.397	.498	.543	1.000	.544	.647	.397
	Q121	.285	.483	.378	.471	.435	.568	.544	1.000	.636	.450
	Q122	.316	.382	.433	.466	.471	.581	.647	.636	1.000	.511
	Q123	.166	.371	.394	.386	.416	.600	.397	.450	.511	1.000

Table C_8 – Inter-item Correlation Matrix for Relevance

		Q124	Q125	Q126	Q127	Q128	Q129	Q130	Q131	Q132	Q133	Q134	Q135	Q136
Correlation	Q124	1.000	.877	.677	.727	.645	.642	.593	.550	.253	.239	.284	.292	.
	Q125	.877	1.000	.741	.804	.712	.689	.655	.575	.210	.292	.253	.247	.
	Q126	.677	.741	1.000	.802	.624	.609	.586	.509	.220	.342	.234	.235	.
	Q127	.727	.804	.802	1.000	.734	.680	.660	.588	.208	.309	.267	.288	.
	Q128	.645	.712	.624	.734	1.000	.787	.661	.560	.253	.385	.358	.259	.
	Q129	.642	.689	.609	.680	.787	1.000	.693	.632	.281	.322	.313	.323	.
	Q130	.593	.655	.586	.660	.661	.693	1.000	.751	.264	.260	.306	.366	.
	Q131	.550	.575	.509	.588	.560	.632	.751	1.000	.330	.272	.334	.473	.
	Q132	.253	.210	.220	.208	.253	.281	.264	.330	1.000	.662	.556	.287	.
	Q133	.239	.292	.342	.309	.385	.322	.260	.272	.662	1.000	.643	.265	.
	Q134	.284	.253	.234	.267	.358	.313	.306	.334	.556	.643	1.000	.428	.
	Q135	.292	.247	.235	.288	.259	.323	.366	.473	.287	.265	.428	1.000	.
	Q136	.425	.391	.380	.376	.360	.437	.411	.581	.206	.198	.372	.758	1.
	Q137	.404	.405	.322	.337	.407	.394	.453	.488	.354	.389	.452	.432	.
	Q138	.390	.378	.410	.403	.408	.511	.399	.439	.224	.284	.339	.436	.

Table C9 – Inter-Item Correlation Matrix for financial viability

		Q139	Q140	Q141	Q142	Q143	Q144	Q145	Q146	Q147
Correlation	Q139	1.000	.740	.660	.543	.457	.378	.547	.553	.504
	Q140	.740	1.000	.640	.586	.484	.290	.477	.575	.556
	Q141	.660	.640	1.000	.465	.293	.362	.521	.485	.449
	Q142	.543	.586	.465	1.000	.781	.338	.447	.568	.450
	Q143	.457	.484	.293	.781	1.000	.313	.426	.581	.375
	Q144	.378	.290	.362	.338	.313	1.000	.287	.507	.301
	Q145	.547	.477	.521	.447	.426	.287	1.000	.576	.474
	Q146	.553	.575	.485	.568	.581	.507	.576	1.000	.622
	Q147	.504	.556	.449	.450	.375	.301	.474	.622	1.000

Appendix IX Test For Normality

One-Sample Kolmogorov-Smirnov Test										
		External env	Effectiveness	Efficiency	Relevance	Financial	Policy	Strategy	Implementation	Internal env.
N		163	163	163	163	163	163	163	163	163
Normal Parameters[a,,b]	Mean	87.45	44.73	35.83	53.45	19.98	27.98	76.82	55.17	96.79
	Std. Deviation	17.870	7.655	7.577	10.585	7.868	6.418	13.135	9.101	15.534
Most Extreme Differences	Absolute	.079	.064	.064	.091	.126	.102	.088	.075	.079
	Positive	.046	.050	.034	.038	.126	.057	.083	.071	.041
	Negative	-.079	-.064	-.064	-.091	-.082	-.102	-.088	-.075	-.079
Kolmogorov-Smirnov Z		1.002	.819	.815	1.166	1.607	1.306	1.123	.959	1.003
Asymp. Sig. (2-tailed)		.267	.514	.520	.132	.011	.066	.160	.317	.267

a. Test distribution is Normal.
b. Calculated from data.

Appendix X Test for Linearity

Table D_1: Test for linearity: Policy, Strategy and Implementation against Financial Viability

ANOVA Table – POLICY,							
			Sum of Squares	df	Mean Square	F	Sig.
Financial viability and policy	Between Groups	(Combined)	3001.282	28	107.189	2.044	.004
		Linearity	**1465.975**	**1**	**1465.975**	**27.949**	**.000**
		Deviation from Linearity	**1535.307**	**27**	**56.863**	**1.084**	**.368**
	Within Groups		7028.620	134	52.452		
	Total		10029.902	162			
ANOVA Table – STRATEGY,							
			Sum of Squares	df	Mean Square	F	Sig.
Financial viability and Strategy	Between Groups	(Combined)	3578.080	43	83.211	1.535	.037
		Linearity	**1370.130**	**1**	**1370.130**	**25.271**	**.000**
		Deviation from Linearity	**2207.950**	**42**	**52.570**	**.970**	**.532**
	Within Groups		6451.821	119	54.217		
	Total		10029.902	162			
ANOVA Table – IMPLEMENTATION,							
			Sum of Squares	df	Mean Square	F	Sig.
Financial viability and Implementation	Between Groups	(Combined)	3568.595	36	99.128	1.933	.004
		Linearity	**2176.781**	**1**	**2176.781**	**42.449**	**.000**
		Deviation from Linearity	**1391.814**	**35**	**39.766**	**.775**	**.806**
	Within Groups		6461.307	126	51.280		
	Total		10029.902	162			

Table D_2: Test for linearity: Policy, Strategy and Implementation against Effectiveness

ANOVA Table – POLICY,							
			Sum of Squares	Df	Mean Square	F	Sig.
Effectiveness and policy	Between Groups	(Combined)	3657.500	28	130.625	2.999	.000
		Linearity	2561.854	1	2561.854	58.816	.000
		Deviation from Linearity	1095.645	27	40.579	.932	.567
	Within Groups		5836.623	134	43.557		
	Total		9494.123	162			
ANOVA Table – STRATEGY,							
			Sum of Squares	Df	Mean Square	F	Sig.
Effectiveness and implementation	Between Groups	(Combined)	4503.887	43	104.742	2.498	.000
		Linearity	2039.550	1	2039.550	48.636	.000
		Deviation from Linearity	2464.337	42	58.675	1.399	.082
	Within Groups		4990.236	119	41.935		
	Total		9494.123	162			
ANOVA Table – IMPLEMENTATION,							
			Sum of Squares	Df	Mean Square	F	Sig.
Effectiveness and external environment	Between Groups	(Combined)	5219.244	63	82.845	1.919	.002
		Linearity	2779.941	1	2779.941	64.379	.000
		Deviation from Linearity	2439.303	62	39.344	.911	.650
	Within Groups		4274.879	99	43.181		
	Total		9494.123	162			

Table D_3: Test for linearity: Internal and Operating Environment, Strategic Social marketing and Effectiveness

ANOVA Table – internal environment							
			Sum of Squares	Df	Mean Square	F	Sig.
Effectiveness and Internal environment	Between Groups	(Combined)	5434.835	54	100.645	2.678	.000
		Linearity	2219.117	1	2219.117	59.041	.000
		Deviation from Linearity	3215.718	53	60.674	1.614	.018
	Within Groups		4059.288	108	37.586		
	Total		9494.123	162			
ANOVA Table – strategic social marketing							
			Sum of Squares	Df	Mean Square	F	Sig.
Effectiveness and strategic social marketing	Between Groups	(Combined)	6016.999	70	85.957	2.274	.000
		Linearity	2899.606	1	2899.606	76.720	.000
		Deviation from Linearity	3117.393	69	45.180	1.195	.211
	Within Groups		3477.124	92	37.795		
	Total		9494.123	162			
ANOVA Table – operating environment							
			Sum of Squares	Df	Mean Square	F	Sig.
Effectiveness and Operating environment	Between Groups	(Combined)	6787.289	90	75.414	2.006	.002
		Linearity	2999.527	1	2999.527	79.785	.000
		Deviation from Linearity	3787.762	89	42.559	1.132	.294
	Within Groups		2706.833	72	37.595		
	Total		9494.123	162			

Table D_4: Test for linearity: Policy, Strategy, Implementation and Efficiency

ANOVA Table – Policy							
			Sum of Squares	Df	Mean Square	F	Sig.
Efficiency and Policy	Between Groups	(Combined)	4167.979	28	148.856	3.886	.000
		Linearity	2857.912	1	2857.912	74.604	.000
		Deviation from Linearity	131.067	27	48.521	1.267	.191
	Within Groups		5133.211	134	38.308		
	Total		9301.190	162			
ANOVA Table – STRATEGY,							
			Sum of Squares	Df	Mean Square	F	Sig.
Efficiency and strategy	Between Groups	(Combined)	5245.025	43	121.977	3.579	.000
		Linearity	3329.023	1	3329.023	97.667	.000
		Deviation from Linearity	1916.001	42	45.619	1.338	.113
	Within Groups		4056.165	119	34.085		
	Total		9301.190	162			
ANOVA Table – IMPLEMENTATION,							
			Sum of Squares	Df	Mean Square	F	Sig.
Efficiency and implementation	Between Groups	(Combined)	5510.373	36	153.066	5.088	.002
		Linearity	4142.508	1	4142.508	137.690	.000
		Deviation from Linearity	1367.865	35	39.082	1.299	.149
	Within Groups		3790.817	126	30.086		
	Total		9301.190	162			

Table D_5: Test for linearity: External, Internal Environment and Strategic Social Marketing and Efficiency

ANOVA Table – External Environment							
			Sum of Squares	Df	Mean Square	F	Sig.
Efficiency and External Environment	Between Groups	(Combined)	6592.216	63	104.638	3.824	.000
		Linearity	4494.315	1	4494.315	164.246	.000
		Deviation from Linearity	2097.902	62	33.837	1.237	.171
	Within Groups		2708.974	99	27.363		
	Total		9301.190	162			
ANOVA Table – Internal Environment							
			Sum of Squares	Df	Mean Square	F	Sig.
Efficiency and internal environment	Between Groups	(Combined)	6541.718	54	121.143	4.741	.000
		Linearity	5232.720	1	5232.720	204.798	.000
		Deviation from Linearity	1308.998	53	24.698	.967	.546
	Within Groups		2759.473	108	25.551		
	Total		9301.190	162			
ANOVA Table Strategic Social Marketing							
			Sum of Squares	Df	Mean Square	F	Sig.
Efficiency and Strategic Social Marketing	Between Groups	(Combined)	6911.407	70	98.734	3.801	.000
		Linearity	4462.131	1	4462.131	171.780	.000
		Deviation from Linearity	2449.276	69	35.497	1.367	.081
	Within Groups		2389.783	92	25.976		
	Total		9301.190	162			

Table D_6: Test for linearity: Policy, Strategy, Implementation and Relevance

ANOVA Table – Policy							
			Sum of Squares	Df	Mean Square	F	Sig.
Relevance and Policy	Between Groups	(Combined)	7630.842	28	272.530	3.472	.000
		Linearity	4695.195	1	4695.195	59.809	.000
		Deviation from Linearity	2935.648	27	108.728	1.385	.117
	Within Groups		10519.464	134	78.503		
	Total		18150.307	162			
ANOVA Table – Strategy							
			Sum of Squares	Df	Mean Square	F	Sig.
Relevance and Strategy	Between Groups	(Combined)	9991.352	43	232.357	3.389	.000
		Linearity	6497.434	1	6497.434	94.766	.000
		Deviation from Linearity	3493.918	42	83.189	1.213	.209
	Within Groups		8158.955	119	68.563		
	Total		18150.307	162			
ANOVA Table Implementation							
			Sum of Squares	Df	Mean Square	F	Sig.
Relevance and Implementation	Between Groups	(Combined)	10912.561	36	303.127	5.277	.000
		Linearity	9029.172	1	9029.172	157.186	.000
		Deviation from Linearity	1883.389	35	53.811	.937	.575
	Within Groups		7237.746	126	57.442		
	Total		18150.307	162			

Table D_7: Test for linearity: External, Internal environment, Strategic Social Marketing and Relevance

ANOVA Table –external environment							
			Sum of Squares	Df	Mean Square	F	Sig.
Relevance and external environment	Between Groups	(Combined)	12468.912	63	197.919	3.449	.000
		Linearity	9064.938	1	9064.938	157.959	.000
		Deviation from Linearity	3403.973	62	54.903	.957	.569
	Within Groups		5681.395	99	57.388		
	Total		18150.307	162			
ANOVA Table – internal environment							
			Sum of Squares	Df	Mean Square	F	Sig.
Relevance and Internal environment	Between Groups	(Combined)	13042.787	54	241.533	5.107	.000
		Linearity	9903.937	1	9903.937	209.422	.000
		Deviation from Linearity	3138.849	53	59.224	1.252	.163
	Within Groups		5107.520	108	47.292		
	Total		18150.307	162			
ANOVA Table strategic social marketing							
			Sum of Squares	Df	Mean Square	F	Sig.
Relevance and Strategic social marketing	Between Groups	(Combined)	13981.076	70	199.730	4.407	.000
		Linearity	8760.006	1	8760.006	193.302	.000
		Deviation from Linearity	5221.070	69	75.668	1.670	.011
	Within Groups		4169.231	92	45.318		
	Total		18150.307	162			

Table D_8: Test for linearity: External, Internal environment, Strategic Social Marketing and Financial viability

ANOVA Table –external environment							
			Sum of Squares	Df	Mean Square	F	Sig.
Financial viability and external environment	Between Groups	(Combined)	5912.721	63	93.853	2.257	.000
		Linearity	3355.392	1	3355.392	80.682	.000
		Deviation from Linearity	2557.329	62	41.247	.992	.507
	Within Groups		4117.181	99	41.588		
	Total		10029.902	162			
ANOVA Table – internal environment							
			Sum of Squares	Df	Mean Square	F	Sig.
Financial viability and Internal environment	Between Groups	(Combined)	5639.113	54	104.428	2.569	.000
		Linearity	2920.699	1	2920.699	71.840	.000
		Deviation from Linearity	2718.414	53	51.291	1.262	.155
	Within Groups		4390.789	108	40.655		
	Total		10029.902	162			
ANOVA Table strategic social marketing							
			Sum of Squares	Df	Mean Square	F	Sig.
Financial viability and Strategic social marketing	Between Groups	(Combined)	6147.688	70	87.824	2.081	.001
		Linearity	2097.878	1	2097.878	49.715	.000
		Deviation from Linearity	4049.809	69	58.693	1.391	.070
	Within Groups		3882.214	92	42.198		
	Total		10029.902	162			

Table D_9: Test for linearity: Operating Environment and Efficiency, Relevance and Financial Viability

ANOVA Table –Operating environment							
			Sum of Squares	Df	Mean Square	F	Sig.
Efficiency and operating environment	Between Groups	(Combined)	7692.324	90	85.470	3.825	.000
		Linearity	5769.902	1	5769.902	258.215	.000
		Deviation from Linearity	1922.422	89	21.600	.967	.563
	Within Groups		1608.867	72	22.345		
	Total		9301.190	162			
ANOVA Table – Operating environment							
			Sum of Squares	Df	Mean Square	F	Sig.
Relevance and operating environment	Between Groups	(Combined)	15050.090	90	167.223	3.884	.000
		Linearity	11287.840	1	11287.840	262.151	.000
		Deviation from Linearity	3762.250	89	42.272	.982	.536
	Within Groups		3100.217	72	43.059		
	Total		18150.307	162			
ANOVA Table Operating environment							
			Sum of Squares	Df	Mean Square	F	Sig.
Financial viability and Operating Environment	Between Groups	(Combined)	7174.569	90	79.717	2.010	.001
		Linearity	3761.815	1	3761.815	94.858	.000
		Deviation from Linearity	3412.754	89	38.346	.967	.563
	Within Groups		2855.333	72	39.657		
	Total		10029.902	162			

Appendix XI Test for Homogeneity of Variances

Test of Homogeneity of Variances – with policy				
	Levene Statistic	**df1**	**df2**	**Sig.**
Efficiency	1.941	24	134	.010
Performance	1.403	24	134	.117
Effectiveness	2.142	24	134	.003
Relevance	1.915	24	134	.011
Financial Viability	1.547	24	134	.063
Test of Homogeneity of Variances – with Strategy				
	Levene Statistic	**df1**	**df2**	**Sig.**
Efficiency	2.284	35	119	.001
Performance	1.461	35	119	.069
Effectiveness	1.562	35	119	.040
Relevance	1.304	35	119	.148
Financial Viability	1.369	35	119	.109
Test of Homogeneity of Variances – with Implementation				
	Levene Statistic	**df1**	**df2**	**Sig.**
Efficiency	1.800	29	126	.014
Performance	1.764	29	126	.017
Effectiveness	1.318	29	126	.151
Relevance	2.364	29	126	.001
Financial Viability	.954	29	126	.539

Appendix XII Stepwise Regression Analyses

Table G_1: ***Stepwise regression: Policy, Strategy and Policy Predicting Effectiveness***

	Model 1	Model2	Model 3
R	.519	.575	.578
R2	.270	*.331*	.334
R2 change	.270	*.061*	.003
F	59.498	39.532	26.45
F- change	59.498	14.446	.712
Sig (p)	.000	.000	.400
Constant	1.532		
B	.258	.248	.078
s.e.	.067	.094	.092
β (beta)	.325	.253	.084
T	3.880	2.627	.844
Sig (p)	.000	.0000	.400

Predictors: Policy

Predictors: Policy; Implementation

Predictors Policy; Implementation Strategy

DependentVariable: Effectiveness

Table G_2: Stepwise regression: Policy, Strategy and Policy Predicting Efficiency

	Model 1	Model2	Model 3
R	.661	.701	
R2	.445	.491	
R2 change	.445	.045.	
F	129.286	77.106	
F- change	129.286	14.270	
Sig (p)	.000	.000	
Constant	1.338		
B	.607	.244	
s.e.	.080	.065	
β (beta)	.520	.259	
T	7.594	3.778	
Sig (p)	.000	.0000	

Predictors: Policy

Predictors: Policy; Implementation

DependentVariable: Efficinecy

Table G_3: Stepwise regression: Policy, Strategy and Policy Predicting Relevance

	Model 1	Model2	Model 3
R	.701	.717	
R2	.497	.515	
R2 change	.497	*.017*	
F	159.377	84.859	
F- change	159.337	5.694	
Sig (p)	.000	.018	
Constant	1.443		
B	.667	.140	
s.e.	.073	.059	
β (beta)	.615	.160	
T	9.188	2.386	
Sig (p)	.000	. 018	

Predictors: Policy

Predictors: Policy; Implementation

DependentVariable: Relevance

Table G$_4$: Stepwise regression: Policy, Strategy and Policy Predicting Financial Viability

	Model 1	Model2	Model 3
R	.466	.487	
R2	.217	.238	
R2 change	.217	*.020*	
F	44.627	24.920	
F- change	44.627	4.299	
Sig (p)	.000	.040	
Constant	-.389		
B	.494	.189	
s.e.	.113	.091	
β (beta)	.367	.174	
T	4.378	2.073	
Sig (p)	.000	.040	

Predictors: Implementation

Predictors: Implementation; Policy

DependentVariable: Financial Viability

Table G$_{.5}$: Stepwise regression: Policy, Strategy and Policy Predicting Performance

	Model 1	Model2	Model 3
R	.698	.733	
R2	.488	.537	
R2 change	.488	*.049*	
F	153.305	92.661	
F- change	153.304	16.888	
Sig (p)	.000	.000	
Constant	.558		
B	.523	.208	
s.e.	.063	.051	
β (beta)	.546	.026	
T	8.351	4.110	
Sig (p)	.000	.000.698	

Predictors: Implementation

Predictors: Implementation; Policy

DependentVariable: Performance

Table $G_{.6}$: Stepwise regression: Internal and External Environment Predicting Effectiveness

	Model 1	Model2	Model 3
R	.541	.565	
R2	.293	.319	
R2 change	.293	.056	
F	66.660	37.447	
F- change	66.660	29.213	
Sig (p)	.000	.014	
Constant	1.629	.224	
B	.352	.091	
s.e.	.079	.218	
β (beta)	.394	2.473	
T	4.471	.014	
Sig (p)	.000	.000.	

Predictors: External Environment

Predictors: External Environment; Internal Environment

DependentVariable: Effectiveness

Table G$_{.7}$: Stepwise regression: Internal and External Environment Predicting Efficiency

	Model 1	Model2	Model 3
R	.750	.793	
R2	.563	.629	
R2 change	.563	*.066*	
F	207.072	135.552	
F- change	207.072	71.520	
Sig (p)	.000	.000	
Constant	-.143		
B	.629	.369	
s.e.	.079	.069	
β (beta)	.516	.348	
T	7.924	5.345	
Sig (p)	.000	.000.	

Predictors: Internal Environment

Predictors: Internal Environment; External Environment

DependentVariable: Efficiency

Table $G_{.8}$: Stepwise regression: Internal and External Environment Predicting Relevance

	Model 1	Model2	Model 3
R	.739	.791	
R2	.546	.626	
R2 change	.546	*.080*	
F	193.362	133.902	
F- change	193.362	59.460	
Sig (p)	.000	.000	
Constant	.126		
B	.546	.378	
s.e.	.074	.065	
β (beta)	.481	.383	
T	7.358	5.862	
Sig (p)	.000	.000.	

Predictors: Internal Environment

Predictors: Internal Environment; External Environment

DependentVariable: Relevance

Table G$_{.9}$: Stepwise regression: Internal and External Environment Predicting Financial Viability

	Model 1	Model2	Model 3
R	.578	.13	
R2	.335	.376	
R2 change	.335	*.041*	
F	80.937	48.185	
F- change	80.937	32.752	
Sig (p)	.000	.001	
Constant	-.961		
B	.481	.387	
s.e.	.103	.119	
β (beta)	.393	.275	
T	4.660	3.256	
Sig (p)	.000	.001	
Predictors: External Environment Predictors: External Environment; Internal Environment DependentVariable: Financial Viability			

Table G$_{.10}$: Stepwise regression: Internal and External Environment Predicting Performance

	Model 1	Model2	Model 3
R	.749	.819	
R2	.561	.670	
R2 change	.561	*.109*	
F	205.722	162.732	
F- change	205.722	42.990	
Sig (p)	.000	.000	
Constant	.247		
B	.449	.389	
s.e.	.061	.053	
β (beta)	.448	.447	
T	7.304	7.289	
Sig (p)	.000	.000.	

Predictors: Internal Environment

Predictors: Internal Environment; External Environment

DependentVariable: Performance

Appendix XIII Pearson's Moment Correlations

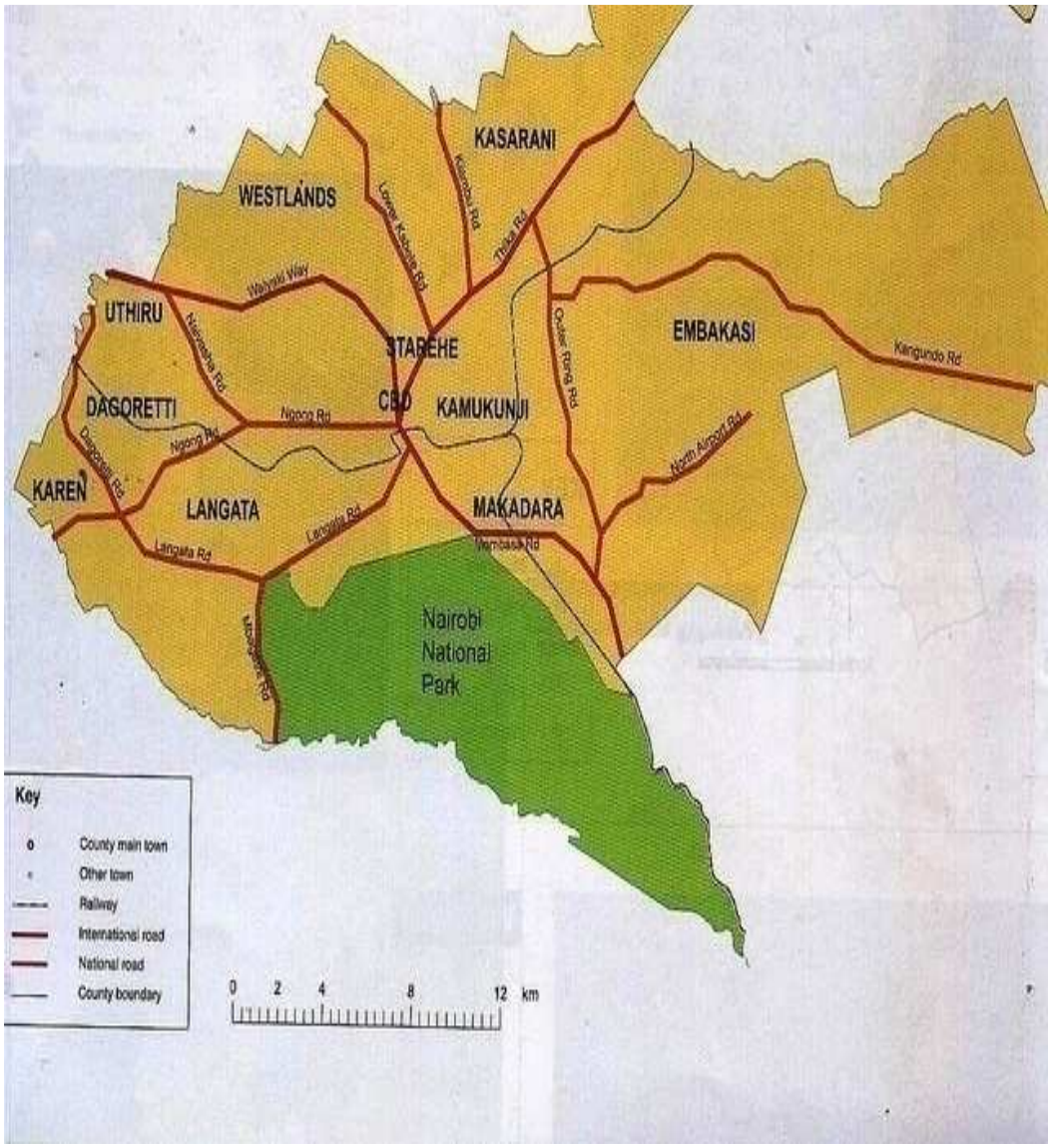
		Policy	Strategy	Implem.	SSM	Effect.	Efficiency	Relevance	Financial	Perf.
Policy	Pearson Correlation	1	.620(**)	.575(**)	.782(**)	.510(**)	.563(**)	.520(**)	.390(**)	.585(**)
	Sig. (2-tailed)	.	.000	.000	.000	.000	.000	.000	.000	.000
	N	163	163	163	163	163	163	163	163	163
Strategy	Pearson Correlation	.620(**)	1	.722(**)	.936(**)	.463(**)	.598(**)	.598(**)	.370(**)	.605(**)
	Sig. (2-tailed)	.000	.	.000	.000	.000	.000	.000	.000	.000
	N	163	163	163	163	163	163	163	163	163
Implementation	Pearson Correlation	.575(**)	.722(**)	1	.880(**)	.498(**)	.667(**)	.705(**)	.466(**)	.698(**)
	Sig. (2-tailed)	.000	.000	.	.000	.000	.000	.000	.000	.000
	N	163	163	163	163	163	163	163	163	163
Strategic Social Marketing(composite Index	Pearson Correlation	.782(**)	.936(**)	.880(**)	1	.549(**)	.693(**)	.696(**)	.458(**)	.713(**)
	Sig. (2-tailed)	.000	.000	.000	.	.000	.000	.000	.000	.000
	N	163	163	163	163	163	163	163	163	163

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

		Effectiveness	Efficiency	Relevance	Financial	PERF	Internal env	External env.	Operating env
Internal Environment	Pearson Correlation	.483(**)	.750(**)	.739(**)	.540(**)	.749(**)	1	.673(**)	.902(**)
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.	.000	.000
	N	163	163	163	163	163	163	163	163
External environment	Pearson Correlation	.541(**)	.695(**)	.707(**)	.578(**)	.749(**)	.673(**)	1	.927(**)
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.	.000
	N	163	163	163	163	163	163	163	163
Operating environment	Pearson Correlation	.562(**)	.788(**)	.789(**)	.612(**)	.818(**)	.902(**)	.927(**)	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.
	N	163	163	163	163	163	163	163	163

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

Appendix XIV Research Settings



Appendix XV Cronbach's Alpha (ά) test

Construct/dimensions	Pilot Test		Final study	
	Number of scale items	Cronbach alpha (ά)	Number of scale items	Cronbach alpha (ά)
Policy	6	0.7345	8	0.8689
Strategy	16	0.8254	19	0.9516
Implementation	14	0.9099	14	0.9099
Strategic social Marketing	**41**	**0.9121**	**41**	**0.9615**
Internal Environment	20	0.874	25	0.9393
External environment	15	0.816	25	0.9159
Operating environment	**50**	**0.8459**	**50**	**0.9524**
Effectiveness	6	0.792	12	0.8290
Efficiency	5	0.830	10	0.8877
Relevance	10	0.907	15	0.9170
Financial viability	5	0.865	9	0.8940
CBO performance	**46**	**0.8967**	**46**	**0.9543**