

**SOCIAL MARKETING STRATEGY AND THE PERFORMANCE  
OF COMMUNITY BASED ORGANIZATIONS  
(CBOS) WORKING IN HIV AND AIDS SECTOR IN  
NAIROBI COUNTY**

JANE W. KINYUA-NJUGUNA (STUDENT – UNIVERSITY OF NAIROBI),  
P.O. BOX 1185-00502, NAIROBI, KENYA  
E-MAIL: wanjirajk2001@yahoo.com

## **Abstract**

This paper examines the role of social marketing strategy on the performance of CBOs working in the area of HIV and AIDS in Nairobi County. The aim is to highlight the contribution of social marketing strategy in bringing about effectiveness and efficiency in the performance of CBOs. This study will be based on exhaustive study of CBOs working in the area of HIV and AIDS in Nairobi County, registered under the Ministry of Gender and Social Services. The reviewed literature identified the application of social marketing only at the operation level and not at the strategic role that influences policy, strategy and implementation, a key determinant in community development.

The proposed study will bridge the knowledge gap and help CBOs in evaluating their performance and in understanding the benefits of using social marketing strategy in the design, implementation and evaluation of their performance. The study will be a descriptive, cross-sectional survey guided by positivism research philosophy. It will be a census comprising of 187 registered CBOs working in the area of HIV and AIDS in Nairobi County. Primary data will be collected using structured and semi structured questionnaires. The reliability of data collection instrument will be established using Crobach's Alpha Coefficient and data will be analyzed using both descriptive and inferential statistics while relationships will be tested using both linear and multiple linear regression equations.

**Type of paper:** Research in progress

**Key words:** *Social marketing strategy, community based organizations, HIV and AIDS.*

## **1. Introduction**

Contemporary societies face a vast number of economic and social challenges in this 21<sup>st</sup> century, which are both complex and diverse. Such challenges include persistent and growing inequalities between regions, countries and within countries which result in overpopulation, rising poverty levels and unemployment (Lacznik and Murphy, 1993; Andreassen, 1995); rising crime rate, in addition to the growing threats to the environment and sustainable development (Brenkert, 2002; Sern, 2007); chronic diseases (WHO, 2008) such as HIV and AIDS which have had devastating impact on communities, prompting the involvement of all stakeholders including government, the civil society and private sectors to find solutions to address these challenges. In Kenya, Community Based Organizations (CBOs), as part of civil society, have played a key role in addressing the devastating impacts of HIV and AIDS at community level. CBOs have been undertaking the implementation of community-level project components and have been essential service providers and advocates for children and families, a service which has primarily been carried out by families, faith-based groups and other small organizations since the epidemic began (UNICEF, 2008; Donahue and Mwewa, 2006). Further some CBOs engage as advocates for the poor and for social justice and offer the most immediate and localized responses to vulnerabilities associated with the HIV and AIDS pandemic and poverty. Most importantly, they offer an

opportunity for sustainable and large-scale responses that even the most comprehensive donor-controlled project-based funding may not be able to accomplish (Yachkaschi, 2008).

To achieve meet their roles especially in the area of HIV and AIDS, CBOs have been utilizing a variety of communication approaches to educate the communities on how to prevent HIV infection, access HIV treatment, care and support for the already infected and affected members of their communities. They also provide support services such as starting income generating activities to support the infected and affected members of the communities where they work.

Some of the communication approaches used by CBOs have not been effective in addressing the challenges necessitating the stakeholders have sought other strategies to facilitate efficiency and effectiveness. One such strategy is social marketing strategy. However, social marketing has not been adequately utilized by CBOs as an approach despite its advantages. Where applied, it has been used at the operational level as a tool to develop communication campaigns (one way communication) meant to educate the community. The disadvantage with this is that it misses out on strategic outlook which encompasses community participation in their learning (two-way communication).

The strategic social marketing orientation allows an organization to inform policy formulation, strategy formulation and implementation. Thus, rather than assuming a campaign is required, strategic social marketing would seek to examine all of the potential interventional options and assess them based on what the customer insight indicates would be most beneficial and effective (French et al, 2010). Since social marketing has the ability to engage individuals and communities in social change, and linking policy initiatives to the very people it aims to reach, it is imperative that its role in enhancing CBOs performance is evaluated.

## **2. Theoretical background and informing literature**

This paper argues that though concept of social marketing has been applied widely in developing behavioural related programmes, its application has not been substantially applied in CBOs. The investigation is based on the strategic role of social marketing in influencing the performance of CBOs at policy, strategy and programme implementation levels.

Brown (1986) argues that social marketing is a natural outgrowth of several developments in and out of marketing including increased demand for marketing services by non business organizations. Social marketing is defined as the systematic application of marketing alongside other concepts and techniques to achieve specific behavioural goals for a social good (French and Blair-Stevens, 2007). It is a behavioural approach that is increasingly being used to achieve positive impacts on the lives of individuals and groups and to help sustain these over time. These can be in health and well-being, environmental sustainability, reduction in crime and fear of crime or any other one of a range of social policy objectives. (French et al, 2011). Reduction of HIV infection and management of HIV related

impacts at community level requires adoption of specific behaviour patterns to achieve positive change at individual and community levels.

Lefebvre (2009) believe that future social marketing efforts need to work from asset-based models of community development rather than ones solely based on mapping and addressing deficits or needs. This would mean, the achievement of social goals is not project based but by the overall performance of the planning and implementing organizations. The proposed study aims at capturing this by evaluating the overall performance of CBOs not only by project but by evaluating each performance indicator necessary.

Weinreich (2011) posits that social marketing strategy involves more than just blindly following a step-by-step process. It requires a mind-set that affects the perception of all those involved which allows a person to look at the organization in a different way. This way, rather than providing services or designing materials or programmes the way they are liked best, social marketer ask their clients what they need to adopt to a particular behaviour. This mind-set trickles down to the culture of an organization. In this respect, there is need to evaluate the role that institutional factors play in determining the successful use of social marketing and its implication on the overall organizational performance of CBOs particularly. The proposed study intends to evaluate this effect.

The research will be guided by the behavior change and consumer behavior models including: Health Belief Model, Stages of Change model and consumer black box model. These models puts forward the notion that for behavior related change initiatives, there is need to focus on the behavior(product), what the person will change and at what cost and to look at these within the context of the environment where the person operates from.

In their empirical research on segmenting teens for HIV and AIDS prevention initiatives, Frankenberger and Sukhdial (1994) identified three main aspects which facilitate social marketing to achieve its behaviour communication objectives. These are: psychographic characteristics, behavioural characteristics and social and situational factors. These form part of the environment which is a key construct in the proposed study. Lefebvre (1990) has outlined how social marketing can be used to facilitate institutionalization, or long-term sustainability of community-based programmes but not sustainability of these organizations' overall performance.

### **3. Methodology**

#### **3.1 Key constructs**

Social marketing strategy will be viewed from three main perspectives: from the policy aspect, means, and implementation and for each category the 8Ps of social marketing namely product, price, place, promotion, purse string, policy and partnerships will be evaluated. CBOs performance will be evaluated on three levels: efficiency, effectiveness and sustainability in the four areas of programme evaluations consisting of input, output, outcome and impact. Though the test items are sourced from previous researches, they will be piloted to assess their reliability

### **3.2 Sampling Approach**

The study will be a census, thus the sampling frame will comprise of all the 187 CBOs working in the area of HIV and AIDS in Nairobi County registered under the Ministry of Gender and Social Services.

### **3.3 Reliability Analysis**

Internal consistency will be assessed using reliability analysis to identify items in the questionnaire with low correlation. Cronbach alpha coefficients will be computed for within the three main aspects and the 8Ps included in the study.

### **4.0 Expected benefit of the research**

It is hoped that the study will contribute to the social marketing and community development body of knowledge in the following ways:

- The study will assess the contribution of social marketing strategy in bringing about effectiveness and efficiency in the performance of CBOs
- Highlight how strategic social marketing approaches can be applied in the field of community development
- Identify institutional factors that are most important in facilitating the effective and efficient performance of CBOs in community development.
- Provide new tools for CBOs working in community development to improve their performance in designing implementation and evaluation of programmes
- CBOs will benefit by getting new indicators to help them benchmark and evaluate their work

### **References**

Andreasen, A. R. (1995). *Marketing social Change: Changing behaviour to Promote health Social Development and the Environment*. San Francisco: Jossey-Bass Publications.

Brenkert, G G (2002). *Ethical Challenges of Social Marketing*. American Marketing Association, Journal of Public Policy and Marketing, Vol. 21, No. 1 social Marketing initiatives (spring 2002), pp. 14-25.

Brown, B. (1986). *Social Marketing and the Construction of a New Policy Domain: An understanding of the Convergence Which Made Social Marketing Possible* Doctoral Thesis, Virginia Commonwealth University.

Donahue, J., & Mwewa, L., (2006). *Community action and the test of time: Learning From Community Experiences and Perceptions (Case Studies of Mobilization And Capacity Building to Benefit Vulnerable Children in Malawi And Zambia)*. Washington, DC: USAID Displaced Children and Orphans Fund.

Frankenberger, K.D. and Sukhdial, A.S. (1994). *Segmenting Teens for Aids Preventive Behaviours with Implications for Marketing Communications*. American Marketing Association, Journal of Public Policy and marketing, Vol.13, No. 1 (spring, 1994), pp. 133-150.

French, J. and Blair-Stevens, C. (2007). *Big Pocket Guide: Social Marketing*. London: National Social Marketing Centre.

French, J., Blair-Stevens, C., McVey, D. and Merritt R. (2010). *Social Marketing and Public Health: theory and practice*. New York: Oxford University Press.

French, J., Blair-Stevens, C., McVey, D. and Merritt R. (2011). *Social Marketing and Public Health: theory and practice (Reprint)*. USA: Oxford University Press.

Lefebvre, R. C. (1992). *The social Marketing Imbroglio in Health Intervention*. Health Promotion International; 7(1):61-64.

Lefebvre, R. C. (2000). "Hello Jupiter? Anyone Home?". *On Marketing and Social Change*.

UNICEF. (2008). *Children and Aids: Third Stocktaking Report, 2008*. New York, UNICEF, UNAIDS, WHO and UNFPA.

Weinreich, N. K. (2011). *What is Social Marketing: A Step-by-Step Guide to designing Change for Good*. Weinreich Communications: London: Sage Publications

WHO, (1946). *Definition of Health: Preamble to the constitution of World Health Organization as adopted by the International Health conference*. WHO.

Yachkaschi, S. (2008). *Towards the Development of an Appropriate Organisational Development Approach for Optimising the Capacity Building of Community-Based Organizations: A Case Study Of Three CBOs in the Western Cape*. Doctoral Dissertation, University Of Stellenbosch, South Africa