

ILLUSTRATIVE EXAMPLE: *d-up! Defend Yourself!* Implementation Plan and Program Objectives

This is a hypothetical *d-up!* Implementation Plan created for illustrative purposes- to illustrate what the end product of use of the *d-up!* Implementation Planning and Program Objectives Tool might look like.

A **hypothetical case** of a community-based organization (CBO) applying for 3 years of funding from the CDC to conduct the *d-up!* intervention was constructed for this illustration of a result of using the *d-up!* Implementation Planning and Program Objectives Tool. The hypothetical case scenario is as follows and illustrated further in the *d-up!* Implementation Plan below.

This EXAMPLE does not illustrate completion of the “M&E Key Activities” section of the “*d-up!* Implementation Planning Tool and M&E Key Activities” document.

Example

The hypothetical CBO in this example is named *Brothers on the Move*. *Brothers on the Move* is located in a highly-urbanized, heavily populated area of the continental US. *Brothers on the Move*'s mission is to serve the HIV prevention and care needs of black MSM in their metropolitan area. *Brothers on the Move* is applying for three years of funding for *d-up!* intervention implementation. *Brothers on the Move* is applying to their health department for *d-up!* specific funding for 3 years at \$175,000 per year (\$525, 000 *d-up!* total funds for the three years). The start date anticipated for *d-up!* funding to begin is January 1, 2010. *Brothers on the Move* is submitting this plan with their application for funding on August 1, 2009. *Brothers on the Move* is anticipating program reporting in six month increments.

Brothers on the Move d-up! Implementation Plan

<u>Tasks and activities</u>	<u>Plans for Completing Tasks and Activities</u> (i.e., the steps my organization needs to take)	<u>Staff responsible for tasks and activities</u>	<u>Timeline for completion of tasks and activities</u>	<u>Start and End Dates</u>
A. Pre-implementation				
Recruit, hire and/or secure staff responsible for implementation of <i>d-up!</i>	We will use existing culturally competent staff in the following configuration: Program Coordinator (at .5 FTE) and a Senior Facilitator (at 1 FTE), and an Administrative Assistant (.10 FTE). We will hire a culturally competent, part-time Junior Facilitator (to be used on <i>d-up!</i> at 1 FTE). Additionally. We will recruit and utilize two culturally competent Volunteers (at .10 FTE each) to assist in conducting Sessions 1 and 4 of the training of opinion leaders which will run concurrently.	Program Coordinator and Human Resources Director.	2 weeks to hire new staff and secure the volunteers.	1/1 - 1/14/10
Train staff responsible for implementation of <i>d-up!</i>	Our Program Coordinator has already completed the <i>d-up!</i> basic training. We will send the Senior and Junior Facilitator to the <i>d-up!</i> basic training. These staff will be responsible for training the volunteers to assist the facilitators.	Program Coordinator is responsible for ensuring that the facilitators obtain the basic <i>d-up!</i> training.	The <i>d-up!</i> basic training is 4 days with one day of travel.	1/21 - 1/26/10
Complete the <i>d-up!</i> implementation planning worksheet and <i>d-up!</i> program objectives worksheet (consistent with the instructions for these worksheets and the intent, logic and core elements of the <i>d-up!</i> intervention and program).	Hold a series of working meetings between the Executive Director, Program Coordinator, our evaluation consultant, and two culturally competent members of our Board of Directors to draft the implementation plan to prepare to apply for funding. We will utilize information in the funding announcement and information available on www.effectiveinterventions.org to assist us in completing the plan. The plan is drafted at this time 8/22/09)!	Program Coordinator is responsible for coordinating the meetings and ensuring that the plan is completed.	10 hours over 3 weekly meetings.	8/1 - 8/22/09

	If awarded these funds we will revisit this plan to finalize it with our Project Officer. to finalize it.			
<p>Assess available resources and probable costs. Develop proposed budget.</p> <p>(Ensure that the social network size to be targeted is commensurate with the resources, including funds, available to conduct <i>d-up!</i>).</p>	<p>Hold a series of working meetings between the Executive Director, Program Coordinator, and two culturally competent members of our Board of Directors to assess resources and draft a budget to prepare to apply for funding. We will utilize information in the funding announcement and information available on www.effectiveinterventions.org to assist us. The budget is drafted at this time!</p> <p>If awarded these funds we will revisit this budget with our Project Officer to finalize it.</p>	Program Coordinator is responsible for coordinating the meetings and ensuring that the plan is completed	6 hours over 3 weekly meetings.	8/1 - 8/22/09
<p>Conduct and complete “community discovery” to identify and select a specific target population (a social network of at least 100 black MSM with the risk targeted by <i>d-up!</i>) for intervention using <i>d-up!</i></p>	<p>We will complete informant interviews with individuals who have in-depth knowledge of subcultures of black MSM in the city. We will conduct systematic observations in major social settings serving black MSM in the city to prioritize a social network of black MSM in the city for targeting with black MSM. We will use these observational and interview data to assist us in prioritizing a social network of black MSM of a size we can reach with the resources we anticipate having and which exhibits a strong need for condom use within the network to reduce transmission. Furthermore we will collect information within the network prioritized to “map” the majority of the different friendship groups that compose the network as well as the opinion leaders at 15% of each friendship group identified. [The remainder of the identification of opinion leaders and friendship groups will be completed during the implementation phase.] We will use community</p>	Program Coordinator is responsible for overseeing the community discovery process. The Program Consultant will be assisted by the Senior and Junior Facilitator during this time and focused on this task.	Five (5) months.	1/27 - 6/30/10

	<p>identification tools in the <i>d-up!</i> Implementation Manual to assist us with the community discovery. We will also request technical assistance via CRIS and use this assistance in conducting the community discovery.</p>			
<p>Provide an estimate of the total size of the social network (total number of members) of black MSM and their social network members to be targeted with or given the <i>d-up!</i> intervention given the resources you expect to have for <i>d-up!</i></p> <p>And provide a final estimate, once funding is secured.</p>	<p>Based on our projected and requested resources we estimate and plan (see the proposed budget)¹ that we can saturate a total social network size of 2000 with <i>d-up!</i> through training and deploying 340 network members who lead the opinions in the network. We have slightly over-estimated the number to be trained (at 17%) to plan for drop-outs.</p> <p>We will finalize our estimate a little more than half way through the community discovery phase when we have more information on exactly which network or networks we will target and know exactly what resources we have to conduct <i>d-up!</i></p>	<p>Program Coordinator and Senior Facilitator are responsible for the analysis. The final decision will be that of the Executive Director, Board of Directors and <i>d-up!</i> implementation staff.</p>	<p>Current estimate completed. & Final estimate will take 4 months.</p>	<p>8/1/09 & 1/1/ - 4/30/10</p>
<p>Complete a plan to enlist support and involvement from appropriate gatekeepers and begin enlistment of gatekeepers (according to the plan).</p>	<p>We have already begun to identify and recruit gatekeepers in the community by presenting our proposal to implement <i>d-up!</i> to our Board of Directors. We have enlisted members of our Board to use the <i>d-up!</i> Starter Kit and Vision Statement to endorse <i>d-up!</i> to other leaders in the community. As we move into the community discovery phase we will focus on identifying and enlisting the support of network specific gatekeepers. Once we have finalized our selection of a network for targeting and begin to target that network we will focus most of our effort on gatekeepers within the targeted network. As with community-wide leaders we</p>	<p>Executive Director is responsible for ensuring the support of community-wide leaders and the Program Consultant is responsible for ensuring support within specific social networks - especially the</p>	<p>Plan is completed. & Enlistment of gatekeepers is ongoing.</p>	<p>8/1/09 & Ongoing.</p>

¹ This hypothetical plan does not include a hypothetical budget.

	will use personal contacts assisted with the <i>d-up!</i> Starter Kit and Vision Statement to enlist the support of gatekeepers.	social network targeted for intervention with <i>d-up!</i>		
Design and develop all systems, plans, materials and activities for recruiting appropriate opinion leaders. Finalize recruitment plan.	We will use the <i>d-up!</i> Implementation Manual and information collected during our community discovery process to design and develop our recruitment plan, materials, and system. We will finalize the recruitment plan during the community discovery phase in time to recruit opinion leaders for our first three waves of the training for opinion leaders (before these trainings are to begin).	Senior and Junior Facilitators are responsible for recruitment.	6 months	1/1 - 6/30/10
Design and develop all systems, plans, materials and activities for training opinion leaders. Finalize training plan.	We will use the <i>d-up!</i> Implementation Manual, Facilitator's Manual, and Opinion Leader Handbook as well as information collected during our community discovery process to design and develop our training plan, materials, and system. We will finalize the training plan during the community discovery phase in time to begin training at the outset of our implementation phase (see below). Also note, we will pilot test our training for opinion leader during the community discovery phase - before finalization.	Program Coordinator, Senior and Junior Facilitators are responsible for the training for opinion leaders.	5 months	1/1- 5/30/10
Design and develop all systems, plans, materials and activities for supporting and retaining opinion leaders. Finalize retention plan.	We will use the <i>d-up!</i> Implementation Manual as well as information collected during our community discovery process to design and develop our retention and support plan, materials, and system. We will finalize the retention and support plan and system during the community discovery phase.	Program Coordinator, Senior and Junior Facilitators are responsible for the supporting and retaining opinion leaders.	4 months	1/1 - 4/30/10
Design and develop all systems, plans, materials and	We will use the <i>d-up!</i> Implementation Manual as well as information collected during our	Program Coordinator is responsible for	Five (5) months.	1/27 - 6/30/10

<p>activities for opinion leaders to deliver their <i>d-up!</i> messages to their friends and close acquaintances and the agency to monitor opinion leaders in the delivery of their <i>d-up!</i> messages to their friends and close acquaintances. Finalize deployment plan and all intervention materials.</p> <p>(Materials for opinion leaders to deliver messages to their friends and close acquaintances include conversation starters.)</p>	<p>community discovery process to finalize our plan to deploy and monitor deployment of opinion leaders to deliver <i>d-up!</i> communications to their friends and close acquaintances. We will also finalize the "conversation starter" or "conversation sparking device" through pre-testing during this period.</p>	<p>overseeing the community discovery process. The Program Coordinator will be assisted by the Senior and Junior Facilitator during this time and focused on this task.</p>		
<p>Finalize a <i>d-up!</i> Monitoring and Evaluation plan to monitor and evaluate key <i>d-up!</i> implementation and intervention tasks and activities (consistent with SMART process objectives you define on your <i>d-up!</i> program objectives worksheet).</p>	<p>We will use the <i>d-up!</i> Implementation Manual as well as information collected during our community discovery process to finalize our plan to monitor and evaluate <i>d-up!</i> We began that process by drafting this plan, including program objectives.</p>	<p>Program Coordinator is responsible for the monitoring and evaluation. We propose an Evaluation Consultant to assist with this.</p>	<p>6 months</p>	<p>1/1 - 6/30/10</p>
<p>B. Implementation</p>				
<p>Identify, recruit, and train opinion leaders in successive cadres or waves (until opinion leaders of a number equal to 15% of the total network size have completed giving their messages to their friends and close acquaintances).</p>				

<p>Complete identification of all opinion leaders.</p>	<p>This activity begins in the pre-implementation phase is the community discovery process. We will continue to identify the friendship groups that compose the targeted social network throughout the implementation phase until we have identified and trained enough opinion leaders to complete their <i>d-up!</i> communications at the level of 15% within each friendship group of the network. We will continue to use staff observations and key informant interviews to identify the friendship groups and opinion leaders within them. We will use existing opinion leaders nominations of other opinion leaders as a resource in the identification of opinion leaders, monitoring these new opinion leaders brought into training by existing opinion leaders to ensure the appropriate level and range of coverage across the network.</p>	<p>Senior and Junior Facilitators are responsible for identification of opinion leaders.</p>	<p>24 months</p>	<p>1/1/10 - 12/30/11</p>
<p>Recruit all opinion leaders.</p>	<p>Following our recruitment plan we will recruit opinion leaders until we have ensured that enough opinion leaders have been able to complete their <i>d-up!</i> communications to their friends and close acquaintances at the level of 15% of each and every friendship group of the target social network. Existing opinion leaders with assist in recruiting opinion leaders by being requested to bring opinion leaders into the training of opinion leaders.</p>	<p>Senior and Junior Facilitators are responsible for recruitment of opinion leaders.</p>	<p>24 months</p>	<p>4/30/10 - 4/30/12</p>
<p>Train all opinion leaders.</p>	<p>Following our training plan we will train opinion leaders until we have ensured that enough opinion leaders have been able to complete their <i>d-up!</i> communications to their friends and close acquaintances at the level of 15% of each and every friendship group of the target social network.</p>	<p>Senior and Junior Facilitators are responsible for training opinion leaders.</p>	<p>24 months</p>	<p>6/30/10 - 6/30/12</p>

Implement plan to deploy and monitor opinion leaders in giving their messages to their close friends and close acquaintances - until all opinion leaders have

completed their messaging (“all” is the number equal to 15% of the total network size)				
Monitor deployment of all opinion leaders.	Following our deployment monitoring plan we will monitor the deployment of opinion leaders until we have ensured that enough opinion leaders have been able to complete their <i>d-up!</i> communications to their friends and close acquaintances at the level of 15% of each and every friendship group of the target social network.	Program Coordinator is responsible for the monitoring deployment.	About 29 months.	7/15/10 - 12/30/12
C. Maintenance				
Maintain on-going communications/contact with opinion leaders.	After each opinion leader is trained we will conduct two face-to-face personal meetings, two phone contacts, and two email contacts with each. These contacts will occur between the times each opinion leader completes training until they have completed their endorsements with their friends.	Program Coordinator will be assisted by the Senior and Junior Facilitator during this time and focused on this task.	About 29 months.	7/15/10 - 12/30/12
Conduct reunion and support events for opinion leaders who have been trained.	We will hold reunion events for the cumulative set of opinion leaders and their friends every quarter.	Program Coordinator assisted by the Senior and Junior Facilitator are responsible for reunion events.	Every six months beginning after the first 4 months of opinion leader training has been completed.	10/1/10 - 12/30/12
D. Monitoring and Evaluation				
Process monitoring and process evaluation of the implementation of <i>d-up!</i>	We will conduct, including periodically review for program improvement, process monitoring and process evaluation of the implementation of <i>d-up!</i> according to our Monitoring and Evaluation plan for <i>d-up!</i>	Program Coordinator assisted by the Senior and Junior Facilitator are	About 29 months.	7/15/10 - 12/30/12

		responsible for reunion events.		
Periodically report current and cumulative period process monitoring and evaluation to your <i>d-up!</i> program Project Officer.	Every six months we will report progress toward meeting our program objectives to our Project Officer. We will hold an all <i>d-up!</i> staff meeting with our Project Officer at each report time to review progress as well as plan for any adjustments in implementation that may be warranted. Any adjustments will be documented back to this plan by revising it and notating the adjustments in it.	All <i>d-up!</i> staff Program Coordination has lead responsibility	Every 6 months.	6/30/10 - 12/30/12 .

Example

Brothers on the Move Illustrative Example: Program Objectives for the *d-up!* Intervention

These are example program objectives are for the “Brothers on the Move” example of implementation of the *d-up!* intervention. That is, these objectives relate to the “ILLUSTRATIVE EXAMPLE: *d-up! Defend Yourself* Implementation Plan” and, accordingly, assume a 3-year funded project period with funding to begin January 1, 2010 (see *Brothers on the Move* case example above). These example program objectives are not exhaustive of the possible program objectives for carrying out the *d-up!* program and intervention. These example program objectives merely are offered to illustrate key and basic program objectives for implementation of *d-up!* (in four areas of program implementation practice: 1 pre-implementation, 2 implementation, 3 maintenance and 4 monitoring & evaluation). *Brothers on the Move* is anticipating program reporting in six month increments.

Example

<i>d-up!</i> Intervention	<i>S.M.A.R.T.</i> (specific, measurable, achievable, relevant, time-based) Program Objectives (<i>Record your program objectives for this stage below</i>)
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<u>Pre-Implementation</u>	<p>By June 30, 2010 <i>Brothers on the Move</i> will, having used the community discovery tools and procedures in the <i>d-up!</i> Implementation Manual, collected and analyzed information sufficient to have made a final selection of a social network for targeting with <i>d-up!</i>, begun mapping the friendship/acquaintance groups of the network and opinion leaders within these subgroups, and finalized its "conversation starter" device.</p> <p>By May 30, 2010 <i>Brothers on the Move</i> will have pre-tested its training of opinion leaders twice and finalized the curriculum and procedures based on these pre-tests to begin training opinion leaders of the targeted social network during the implementation phase of its <i>d-up!</i> project (implementation phase to begin 7/1/10).</p> <p>By June 30, 2010 <i>Brothers on the Move</i> will have identified and recruited 36 opinion leaders to begin training its first three waves or cohorts or classes of opinion leaders during the implementation phase.</p> <p>By March 30, 2010 <i>Brothers on the Move</i> will present a draft recruitment & retention plan, a draft opinion leader training plan, a draft opinion leader deployment plan, and a draft monitoring & evaluation plan to our Project Officer for review and comment in anticipation of finalization of each of these plans by: 4/30 (recruitment and retention plan), 5/30 (training plan), 6/30 (deployment plan), and 6/30 (monitoring & evaluation plan).</p>
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<p><u>Implementation</u></p> <p><u>NOTE:</u> At the time of application for funding <i>Brothers on the Move</i> is requesting funds sufficient to target a total social network size of 2000 and planning <u>over-recruitment at 17%</u> (or 340) of the total to assist with ultimate completion of deployment of 15% (or 300) of the total network size. See details of the example case above.</p>	<p style="text-align: center;">Identification, recruitment, and training objectives:</p> <p>By 12/30/2010 <i>Brothers on the Move</i> will have identified, recruited, and trained 20% (68) of the total recruitment number (340) of opinion leaders (to communicate the <i>d-up!</i> messaging to their friends and acquaintances).</p> <p>By 12/30/2010 <i>Brothers on the Move</i> will have completed a cumulative total of 6 waves of the opinion leader training (with about 12 opinion leaders completing each wave).</p> <p>By 6/30/2011 <i>Brothers on the Move</i> will have identified, recruited, and trained 45% (153) of the total recruitment number (340) of opinion leaders.</p> <p>By 6/30/2011 <i>Brothers on the Move</i> will have completed 7 additional or a cumulative total of 13 waves of the opinion leader training.</p> <p>By 12/30/2011 <i>Brothers on the Move</i> will have identified, recruited, and trained 75% (255) of the total recruitment number (340) of opinion leaders.</p> <p>By 12/30/2011 <i>Brothers on the Move</i> will have completed 8 additional or a cumulative total of 22 waves of the opinion leader training.</p> <p>By 6/30/2012 <i>Brothers on the Move</i> will have identified, recruited, and trained 90% (306) of the total recruitment number (340) of opinion leaders.</p> <p>By 6/30/2012 <i>Brothers on the Move</i> will have completed 4 additional or a cumulative total of 26 waves of the opinion leader training.</p> <p>By 12/30/2012 <i>Brothers on the Move</i> will have identified, recruited, and trained 100% (340) of the total recruitment number (340) of opinion</p> <p>By 12/30/2012 <i>Brothers on the Move</i> will have completed three additional or a cumulative total of 29 (all) waves of the opinion leader training.</p>
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<p><u>Monitoring and Evaluation</u> NOTE: Over the course of the program, 15% of the total network size are to complete these communications. At the time of application, <i>Brothers on the Move</i> is anticipating a total network size of 2000 and therefore 300 opinion leaders (or 15% of the total network size) to complete the messaging and the intervention.</p>	<p style="text-align: center;">Deployment monitoring objectives:</p> <p>By 12/30/2010 <i>Brothers on the Move</i> will have completed verification of the completed delivery of <i>d-up!</i> messaging by 15% of (the 300 planned at time of application, see notes to the left and above) opinion leaders to be deployed to deliver <i>d-up!</i> communications to their friends and acquaintances.</p> <p>By 6/30/2011 <i>Brothers on the Move</i> will have completed verification of the completed delivery of <i>d-up!</i> messaging by 30% of the opinion leader (i.e., 90). By 12/30/2011 <i>Brothers on the Move</i> will have completed verification of the completed delivery of <i>d-up!</i> messaging by 60% of the opinion leaders (i.e., 180).</p> <p>By 6/30/2012 <i>Brothers on the Move</i> will have completed verification of the completed delivery of <i>d-up!</i> messaging by 85% of the opinion leaders (i.e., 255).</p> <p>By 12/30/2012 <i>Brothers on the Move</i> will have completed verification of the completed delivery of <i>d-up!</i> messaging by 100% of the opinion leaders (i.e., 300).</p> <p style="text-align: center;">Process evaluation</p> <p>By 12/30/2010 90% of opinion leaders trained to date will have rated (on a post-training assessment) the opinion leader training as personally satisfying and report a strong intention to communicate with at least 10 of their friends and close acquaintances.</p> <p>By 6/30/2011 90% of opinion leaders trained to date will have rated (on a post-training assessment) the opinion leader training as personally satisfying and report a strong intention to communicate with at least 10 of their friends and close acquaintances.</p> <p>By 6/30/2012 90% of opinion leaders trained to date will have rated (on a post-training assessment) the opinion leader training as personally satisfying and report a strong intention to communicate with at least 10 of their friends and close acquaintances.</p> <p>By 12/30/2012 90% of opinion leaders trained to date will have rated (on a post-training assessment) the opinion leader training as personally satisfying and report a strong intention to communicate with at least 10 of their friends and close acquaintances.</p>
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Maintenance

By 12/30/2010 *Brothers on the Move* will have completed 2 face-to-face, 2 phone contacts and 2 email follow-up contacts with each of at least 60% of the opinion leaders trained to date.

By 12/30/2010 *Brothers on the Move* will have completed 1 reunion event for the cumulative set of opinion leaders trained to date.

By 6/30/2011 *Brothers on the Move* will have completed 2 face-to-face, 2 phone contacts and 2 email follow-up contacts with each of at least 70% of the opinion leaders trained to date.

By 6/30/2011 *Brothers on the Move* will have completed 1 reunion event (2 cumulative) for the cumulative set of opinion leaders trained to date.

By 6/30/2012 *Brothers on the Move* will have completed 2 face-to-face, 2 phone contacts and 2 email follow-up contacts with each of at least 80% of the opinion leaders trained to date.

By 6/30/2012 *Brothers on the Move* will have completed 1 reunion event (3 cumulative) for the cumulative set of opinion leaders trained to date.

By 12/30/2012 *Brothers on the Move* will have completed 2 face-to-face, 2 phone contacts and 2 email follow-up contacts with each of at least 95% of the opinion leaders trained to date.

By 12/30/2012 *Brothers on the Move* will have completed 1 reunion event (4 cumulative) for the cumulative set of opinion leaders trained to date.