



# Toolkits



## HOW AND WHEN TO ESTABLISH A TECHNICAL WORKING GROUP

K4Health Toolkits are strategic collections of curated information resources for health policy makers, program managers, and service providers. K4Health Toolkits span a wide range of global health topics, including family planning/reproductive health, HIV/AIDS, maternal and child health, population and environment, and cross-cutting issues such as mHealth, gender, youth, M&E, and leadership and management.

One feature that distinguishes K4Health Toolkits from other sites is their collaborative nature. Experience has shown that the early involvement of a wide range of collaborating organizations in the development of a Toolkit leads to greater success in terms of scope, ownership, promotion, and utilization of the Toolkit.

A high level of collaboration requires time, effort, and resources. In practice, the level of collaboration on Toolkit development ranges on a continuum from extensive involvement of a wide range of organizations or a technical working group (TWG) to a single or small group of organizations publishing a Toolkit independently. In the middle of the continuum, some Toolkit groups have solicited review from a wider network of organizations before making the Toolkit available to the public, using various mechanisms such as online meetings with screenshare software, online surveys, and written feedback via email.

The guidance in this document focuses on the highly collaborative, consensus-driven process model. More information about this and other Toolkit-building models is available in the K4Health Technical Brief [Three Process Models to Meet the Needs and Interests of our Partners](#).

### The Collaboration Continuum

High

Low



In the highly collaborative model, a **technical working group**, composed of various international and local health organizations with expertise and experience in a global health topic, works together to select and review the information and resources included in the Toolkit. This participatory approach guarantees that the Toolkits are reliable, relevant, and focused for key audiences, including

**Highly collaborative:**

Full TWG involved extensively from development to launch and promotion & dissemination

**Expert-reviewed:**

Toolkit independently developed with review and feedback from other organizations

**Independent:**

Toolkit published by a single organization

advocates, policy makers, program managers, and service providers in low- and middle-income



countries. The collaborative process also promotes ownership among the working group members and ensures maintenance and sustainable use of the Toolkits among a wide range of audiences.

### Technical Working Group Structure and Roles

The TWG is typically composed of a small steering committee and a larger group of collaborating organizations. Any organization with demonstrated expertise on a particular global health topic can approach K4Health to initiate the development of a Toolkit. Additional organizations with demonstrated expertise on the topic should be invited to join the steering committee or the larger TWG. To begin the process, please contact K4Health at [toolkits@k4health.org](mailto:toolkits@k4health.org).

### Steering Committee

The steering committee is a small group of collaborating organizations that provides strategic guidance for the development of the Toolkit. There are no rules dictating how many organizations should make up the steering committee. Generally, involving two to five organizations ensures that the work will be spread among different people with complementary skills while maintaining a clear sense of responsibility, authority, and accountability among the organizations. The steering committee:

- Provides technical leadership in conceptualizing and developing the Toolkit
- Arranges the order of business for the larger TWG, convening meetings (virtual and/or physical) when needed
- Establishes criteria for inclusion of resources in the Toolkit
- Contributes to the development of new resources to fill identified information gaps
- Sets and reviews milestones
- Ensures tasks are completed in a timely manner
- Decides when the Toolkit is ready to be published with collective input from the TWG
- Works with K4Health to develop and implement a strategic plan for disseminating and promoting the Toolkit

- Solicits feedback from in-country partners on the usefulness of the Toolkit
- Maintains and updates the Toolkit regularly

### Collaborating Organizations

Collaborating organizations are invited by the steering committee to participate in the larger TWG. A collaborating organization's involvement will depend on its members' level of interest, expertise, and availability of resources to commit to the process. Collaborating organizations:

- Provide technical input on the structure and content of the Toolkit
- Participate in virtual or face-to-face technical meetings
- Contribute to the development of new materials to fill identified information gaps
- Review the Toolkit and provide feedback to the steering committee
- Assist in disseminating and promoting the Toolkit
- Help keep the Toolkit current by submitting relevant new materials as they become available

### Who Are the Collaborating Organizations?

The number of collaborating organizations will vary among Toolkits. To ensure holistic treatment of the Toolkit topic, the steering committee should invite organizations with a wide spectrum of expertise and experience to participate in the TWG. These include organizations with capacity in policy and advocacy, service delivery, program management, logistics, training, communication, and research. The steering committee is encouraged to involve local organizations to ensure the Toolkit is relevant and useful to the field.

Inviting donor organizations to participate in the TWG is also recommended. Donors who have a vested interest in the topic can provide both funding and important technical expertise. Experience has shown that when donors are involved in the Toolkit development process, they are more likely to advocate and support the inclusion of Toolkit activities in the respective work plans of TWG members. They can also help the steering committee encourage other organizations to participate.

### Reaching Out to Collaborating Organizations

Tapping existing thematic communities of practice, working groups, and networks facilitates the development of Toolkits. Existing working groups and communities of practice can be identified and reached through the Knowledge Gateway ([knowledge-gateway.org](http://knowledge-gateway.org)), a free electronic communication platform that connects people working in health and development through virtual networks and online discussions to facilitate knowledge sharing and exchange. Developed by the World Health Organization, The Knowledge Gateway is currently used by more than 300,000 health and development professionals around the world.

Additionally, a broad literature search relevant to the Toolkit topic will reveal many of the key players in that particular field. To ensure representation of local organizations, field offices of the steering committee and collaborating organizations can be invited to participate in developing the Toolkit or to

contribute defined tasks. For example, they can identify local information resources or tools to add to the Toolkit, or they can review the selection of resources.

### Motivating Involvement of Collaborating Organizations

Members of the steering committee should include the Toolkit activity in their work plans to ensure sufficient time and resources are devoted to developing, promoting, and maintaining the Toolkit. As much as possible, responsibility for planning and implementing Toolkit-related activities should be shared among steering committee members. The level of effort required by steering committee members is higher during the Toolkit-building phase and is notably reduced once the Toolkit is published.

Considerably less time and effort are required of the other collaborating organizations, which often volunteer to contribute to the Toolkit in their “spare” time.

Involvement in K4Health Toolkits benefits members of the TWG by providing:

- **Broader access to their organization’s information resources:**
  - The Toolkits provide access to a platform for disseminating and promoting members’ own organizations’ knowledge resources.
- **Connection with new audiences:**
  - The processes of developing, maintaining, and disseminating the Toolkit facilitate networking and relationship-building among organizations in the TWG.
- **Feedback:**
  - TWG members have the opportunity to receive feedback from the field about their resources through the Toolkit’s built-in feedback form.
  - Google Analytics are integrated in all K4Health Toolkits, providing Toolkit managers easy access to a summary of web use statistics whenever they are logged into their Toolkit site.
- **Recognition:**
  - The steering committee members can include their logo in the Toolkit.
  - All collaborating organizations contributing to the development of the Toolkit, including steering committee members, collaborating organizations, and reviewers, will be listed on the About page of the Toolkit, providing further credibility and authority to the Toolkit.

### Other Steps in the Toolkit Development Process

The Implants Toolkit was spearheaded under a steering committee composed of USAID, EngenderHealth’s RESPOND Project, FHI 360, and the K4Health Project at Johns Hopkins Bloomberg School of Public Health Center for Communication Programs. This steering committee tapped into the RESPOND Project’s Long-Acting and Permanent Methods (LA/PM) Community of Practice to form the toolkit’s larger TWG.

K4Health offers guidance on completing each step of the Toolkit development process. Once you have completed the first step, establishing whatever form of a technical working group is appropriate for your Toolkit, these guidance documents can assist you with your next steps:

[Developing a User-Friendly K4Health Toolkit](#)

[Promoting and Disseminating the K4Health Toolkit](#)

[Updating the K4Health Toolkit](#)

[Monitoring and Evaluating the K4Health Toolkit](#)

Be sure to also take a look at our templates and other tools to help throughout the Toolkit-building process. These include:

- [a sample agenda for an initial Toolkit steering committee meeting](#)
- [an Excel workbook for organizing Toolkit resources](#)
- [a sample online survey](#)
- [a form to obtain feedback about Toolkits in development](#)