

28. Public Health Research												
Basic			Developing			Advanced			Leading Edge			
1	2	3	4	5	6	7	8	9	10	11	12	
<b>Strategic Direction</b>	NPHI research projects are identified on an ad hoc basis, based on availability of donor funding or personal interest.			The NPHI has set some research priorities in informal discussions, but these are not documented and frequently change.			Several of the NPHI's components have research agendas.			The NPHI's research agendas are systematically updated to ensure they address current public health priorities and incorporate new disciplines and technologies.		
<b>Systems</b>	Some research is initiated without a protocol. Not all research involving human or animal subjects is reviewed by appropriate institutional review boards. Data management and security is ad hoc, left up to individual researchers.			Protocols are developed for most research projects, but they are sometimes incomplete. The NPHI circulates guidelines on protecting human and animal subjects, and these are usually followed for larger research efforts. Staff are encouraged to use electronic systems for data storage and to institute basic data protections.			Detailed protocols are developed and reviewed internally before research projects start. NPHI research usually adheres to human and animal subjects' protection requirements. Data management guidelines, including on protection of identifiable data, are widely disseminated, but adherence is mixed.			The NPHI has robust review processes to ensure research quality and human and animal subjects protection. Many protocols are reviewed externally as well. Multisite studies often have standard analysis plans developed before they start. SOPs and systems for data management and protection are rigidly enforced.		
<b>Resources</b>	Many research projects are delayed, cancelled, or stopped mid-course (e.g., due to limited resources, funding, changing priorities). NPHI staff have skills to conduct simple research studies, but they struggle to complete more complex research projects.			Resource limitations frequently results in reducing the scope, duration, or depth of research projects; however, most projects are completed. The NPHI recognizes gaps in staffs' research skills and is taking steps to address these (e.g., training, mentoring, reference guides).			NPHI staff have the resources and skills to conduct research on a wide range of topics. The NPHI often provides training and refresher courses to ensure skills are up-to-date.			The NPHI has resources to carry out its research agenda, by conducting the work itself and by support to other groups that have specialized expertise, links to populations of concern, etc. The NPHI supports development of research capacity in partner organizations to gain certain types of knowledge (e.g., related to cultural practices of some populations).		
<b>Quality</b>	The NPHI's research projects are often incomplete and of poor quality.			The quality of the NPHI's research results varies by project, due to a variety of factors, such as individual staff training and skills and resources available for the study.			The NPHI's research projects are consistently completed in a timely manner. Quality of data and data analysis is generally high.			The NPHI's processes for data collection, storage, analysis, and write-up are models for institutions across the world. The NPHI uses a range of tools for collecting, analyzing, and visualizing results to maximize the quality and usefulness of its research. The NPHI's research results are highly trusted.		
<b>Engagement</b>	Little effort is made to engage groups outside the NPHI in setting research priorities, conducting research, or disseminating results.			Staff sometimes consult with outside groups to identify priorities or to help disseminate research results. Involvement of stakeholders in research varies; it is high for donor-funded work and certain projects that could not be accomplished without buy-in, but low for many others.			Stakeholders inform the NPHI's research priorities and dissemination strategies. The NPHI conducts some of its projects with partners and shares its research agenda, information about its ongoing work, and research results with many stakeholders through appropriate channels and formats.			The NPHI formally engages MOH leadership and other stakeholders to define its research agenda. Many of its projects are conducted jointly with others, enhancing the quantity and types of data collected and the relevance of the work. The NPHI uses a range of approaches and technologies to disseminate research results.		
<b>Impact</b>	Research results are rarely used to inform public health programs or policy.			Research results are useful for some groups. Stakeholders often depend on other institutions for credible research results.			The NPHI's research results help inform public health programs and policy in-country.			The NPHI publishes groundbreaking and influential articles and reports that have national and international public health impact.		