

24. Strategic Data Collection and Analysis											
Basic			Developing			Advanced			Leading Edge		
1	2	3	4	5	6	7	8	9	10	11	12
Strategic Direction	The NPHI's surveys, surveillance, and research are driven by donor interest or interests of individual staff.		The NPHI attempts to answer questions of importance for policy and program purposes when requested to do so. However, data are not always collected or used in ways that answer the questions of interest, for example, using surveys when in-depth research is required or failing to analyze data on changes in flu strains after introduction of vaccines.			The NPHI recognizes the importance of data for decision-makers. It works proactively to collect or analyze relevant data, as well as responding to requests from the MOH and others. In general, approaches to data collection and analysis are appropriate to the questions being asked.			The NPHI is systematic in identifying opportunities to collect and analyze data in ways that influence policies and programs. It uses literature reviews, input from decision-makers and other stakeholders, and other information to identify questions to be answered, and to collect and analyze data in ways that are maximally useful.		
Systems	The NPHI complies with donor requirements for human subjects or other reviews, but does not otherwise review its data collection and analysis plans. Most of the NPHI's work is conducted without protocols.		Protocols are developed for most projects, but these are sometimes incomplete. Most larger efforts involving human or animal subjects comply with requirements, but smaller efforts often do not undergo necessary reviews, which may limit use for policy purposes.			Detailed protocols are developed for all projects, which are reviewed internally. Many projects also receive external review. NPHI data collection usually adheres to human and animal subjects protection requirements.			The NPHI has robust review processes to ensure quality and human and animal subjects protection. Many protocols, including those that involve partners and those that are large or high-visibility, are also reviewed externally.		
Resources	The NPHI has few resources to conduct surveys, surveillance, and research outside of specific projects that are funded by donors. It has limited capacity to analyze data.		For some projects (e.g., without donor funding), the NPHI's resources for data collection are limited, including a lack of IT for data collection. Staff can conduct basic data analyses, but lack skills and sometimes lack software to do more sophisticated work.			The NPHI has resources to collect a wide range of data. Collected information is often sufficient for policy and program needs, but there are sometimes critical gaps. Staff have the skills and resources to collect and analyze data, including conducting sophisticated analyses.			The NPHI has adequate resources to provide the MOH and other key stakeholders with data they need to answer key policy and program questions. The NPHI consistently updates staff skills, infrastructure, and technology to meet current and expected future demands for data.		
Quality	Collected data are often of poor quality and are incomplete. The NPHI's analyses are very basic and may contain errors. Lack of computers and software also limits data collection and analysis.		The quality of collected data and data analysis varies by project.			The NPHI's projects are consistently completed in a timely manner. Quality of data and data analysis is generally high.			The NPHI uses a range of tools for collecting, analyzing, and visualizing results to maximize the quality and usefulness of its data. Data collection, organization, and analysis are outstanding, even in the most complex endeavors. Results from the NPHI's research are highly trusted.		
Engagement	Decision-makers and other stakeholders are not involved in defining questions for data collection. The NPHI shares its findings with stakeholders that submit requests.		The NPHI sometimes involves decision-makers and other stakeholders when prioritizing data collection, usually at the stakeholder's request. Some findings are widely shared.			Decision-makers and other stakeholders routinely provide input to the NPHI about priorities, and the NPHI ensures that they have access to results. It shares its findings through its website and other venues.			The NPHI actively seeks input from a range of stakeholders to inform its data collection efforts, and also proactively shares results it believes have policy or program implications. The NPHI maintains engagement as projects proceed, increasing the likelihood that results will be used. Impactful findings are disseminated widely, using a variety of approaches.		
Impact	The completed data collection and analyses almost never inform decision-making.		The NPHI can provide examples where data collection and analysis have informed policies or programs.			Decision-makers often rely on the NPHI's assessments for informing programs and policies.			The NPHI's data collection and analysis have a major impact on the policies and programs of the MOH and many other organizations.		