

16. Public Health Research												
Basic			Developing			Advanced			Leading Edge			
1	2	3	4	5	6	7	8	9	10	11	12	
Strategic Direction	NPHI research projects are usually determined by donor funding or personal interest.			The NPHI has established some informal research priorities, but these are not formally documented and change often.			The NPHI's research priorities are well-documented and are consistent with the NPHI's overall strategic plans and drive much of the NPHI's research. The NPHI has very detailed research agendas for some critical areas.			The NPHI's research helps it achieve its overall strategic goals. Its priorities and agendas also help partners prioritize their research efforts. Priorities are regularly updated to address current public health needs and incorporate new disciplines and technologies.		
Systems	Some research is conducted without a protocol, and systems for protecting human and animal subjects are inadequate. Approaches to data management and security are left up to individual researchers.			Most larger research projects have protocols, but they are often incomplete or not followed. Small projects often lack protocols. Review boards exist for human and animal subjects protection, but requirements are frequently ignored. Systems for data management and protection are incomplete or outdated.			Most major research projects have detailed protocols, which are internally reviewed for quality. Research usually adheres to human and animal subjects' protection requirements. Data management guidelines, including on protection of identifiable data, are widely known and generally followed.			Most research has detailed protocols, which are rigorously reviewed for relevance and quality, with reviews sometimes involving external experts. Robust processes ensure human and animal subjects' protection, with violations dealt with severely. SOPs and systems for data management and protection are rigidly enforced.		
Resources	Many research projects are delayed, canceled, or stopped mid-course, for example, due to limited resources, funding, or changing priorities. NPHI staff have the skills to conduct simple research, but they struggle to complete more complex research projects.			Many research projects are completed, but resource limitations frequently reduce the scope, duration, or depth of proposed research. The NPHI attempts to improve staff research skills, for example, by training, mentoring, and developing reference guides.			NPHI staff have the resources and skills for complex studies addressing a wide range of topics and complexity. Most projects are completed, and results are disseminated. The NPHI often provides training and refresher courses to ensure skills are up-to-date and that capacity continues to increase.			The NPHI has the resources to implement its research agenda. It conducts much work itself and also supports other groups, for example, with special expertise or links to subpopulations of concern. The NPHI provides technical and other assistance to subnational governments and other partners to develop research capacity.		
Quality	The NPHI's research projects are often incomplete and of poor quality.			The quality of the NPHI's research varies by project, due to factors such as staff skills and resources to implement the study.			The NPHI's research projects are consistently completed in a timely manner. The quality of data and data analysis is generally high.			The NPHI's processes for data collection, storage, analysis, visualization, and write-up are models for institutions across the world. The NPHI uses a range of tools to maximize the quality and usefulness of its research.		
Engagement	Little effort is made to engage groups outside the NPHI in setting research priorities, conducting research, or disseminating results.			Staff sometimes consult external groups about priorities, and some research is collaborative with outside groups. Results are often shared with key stakeholders but are rarely provided to research participants or participating communities.			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. Efforts are made to provide feedback to research participants.			The NPHI formally engages MOH leadership and other key stakeholders in setting its research agenda. It conducts many projects jointly with others to enhance research quality and relevance. The NPHI uses a variety of approaches and technologies to disseminate results and ensure participants and participating communities understand the implications of results.		
Impact	Research results rarely inform public health programs or policy. The NPHI occasionally publishes research findings.			Few NPHI studies are published, due to poor quality and few being completed. Nevertheless, some NPHI research has influenced policies or programs or prompted further research.			The NPHI's research is well-respected and regularly is used to inform public health policies and programs as well as future research. Its results are published in high-visibility venues.			The NPHI publishes groundbreaking and influential articles and reports that have national and international public health impact. It can demonstrate its research's impact on programs and policies.		