

Research Can (Help) Transform Nations
How a Developing Country Uses Research to Support Transformation:
Trinidad & Tobago's "Vision 2020":

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(5,500 words)

Background

During Trinidad & Tobago's General Election in 2002, the then Leader of the Opposition, the Hon. Patrick Manning, the former Prime Minister, made as his principal campaign promise that his "Vision 2020" would set out to bring his country up to developed world standards by the year 2020, then 18 years away. After attending a conference the year before at Wilton Park in England, the British Foreign Office's Conference Centre, he decided that when he returned to office he would enlist the use of social research to help guide and track his progress both among the people and the civil service of his country.

After winning the 2002 election, he invited Professor Robert Worcester to lead a research team to build a programme of research and consultation for his government. Dr. Lenny Saith, then Minister for Public Administration and Information, now the Senior Minister (after Patrick Manning's Government's successful re-election in 2007) in the Office of the Prime Minister, has driven the programme since its inception.

Thus the social research programme with the citizens of Trinidad & Tobago began. Fourteen waves of a 'citizen's panel' (baseline 2,700 face to face interviews) have been completed to date, and in parallel two waves of the staff survey of the entire civil service, have been conducted along with other research projects for several ministries. All data from the general public surveys, including a separate World Values Survey analysis, is now in the public domain (see www.opinionleaders.gov.tt).

This program of research could be a model for all developing countries embarking on such a far sighted visionary goal.

This paper provides an overview and analysis of MORI Caribbean's work in Trinidad & Tobago, and draws out lessons both on how the research findings have informed the development of the country's Vision 2020 and our lessons for external research consultants interested in implementing a strategic cross-government research programme in a developing nation.

The next section provides an introduction from the Government of Trinidad & Tobago. We then go on to provide the details of the Vision 2020 and the research programme.

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Introduction: a letter from the client

**STATEMENT OF SENATOR DR. LENNY SAITH,
MINISTER OF TRADE AND INDUSTRY
AND CABINET MINISTER,
GOVERNMENT OF TRINIDAD & TOBAGO**

It has been a pleasure for me to collaborate with Sir Robert Worcester and Mark Gill on this paper.

In February 2002, the Government of Trinidad and Tobago established the Opinion Leaders' Panel as a mechanism to conduct research studies with a view to informing government's strategic direction, its policy development and communications. Having reviewed the British Government's experiences with panel research, we concluded that such a mechanism would be useful for obtaining citizen feedback on major issues Vision 2020 including and tracking public attitudes over time.

Central to this strategy was the philosophy that listening to and learning from people's views would enable the government to provide the services that people want. Such information would also help to manage expectations if the services required could not be implemented immediately.

We recognized that having developed policy you cannot then think of how to communicate it. Strategic communications requires that we know what our stakeholders want. This in turn will result in evidence-led policy. In trying to target our communications, we undertook employee surveys for the public service, the protective services, the teaching service and health professionals. We believe that our employees are our best advocates of public policy.

These surveys have allowed us to establish a baseline as to employee attitudes on Vision 2020 and various work-related issues. These data will also be useful for designing strategies to improve employee engagement with a view to enhancing public service delivery.

For us in Trinidad and Tobago this research programme has proven to be a new way of approaching public consultation. In addition to obtaining citizen feedback, working with MORI we have been able to obtain benchmarking type information which was further strengthened when we took part in the World Values Survey 2005/2006. This survey has provided us with rich comparator information on over 50 other countries.

This programme of social research has been of strategic importance to the Government of Trinidad and Tobago in determining policy objectives and its implementation of Trinidad and Tobago's Vision 2020.

An Introduction to Vision 2020

Vision 2020 was conceived by Patrick Manning MP while Leader of the Opposition after having served before as Prime Minister of Trinidad & Tobago. It was designed to be the focus of the Government's programme for change and development for the 18 years following the 2002 election when his political party, the PNM (People's National Movement), regained parliamentary control and Patrick Manning became Prime Minister.

Vision 2020 came to be described as follows:

By the year 2020, Trinidad and Tobago will be a united, resilient, productive, innovative and prosperous nation with a disciplined, caring, fun-loving society, comprising healthy, happy and well-educated people and built on the enduring attributes of self-reliance, respect, equity and integrity

Extensive public and stakeholder consultations were undertaken, co-ordinated by the Vision 2020 Planning Committee and a draft National Strategic Plan (see <http://vision2020.info.tt/>) was laid before Parliament in February 2006. The next stage was the development of a Vision 2020 Operational Plan to cover the period 2007 to 2010, which linked the overall strategies to individual targets plans, programmes and projects, including detailed capital expenditure items.

The specific goals and expected outcomes are grouped into five themes:

- Developing Innovative People
- Enabling Competitive Business
- Investing in Sound Infrastructure
- Nurturing a Caring Society
- Promoting Effective Government

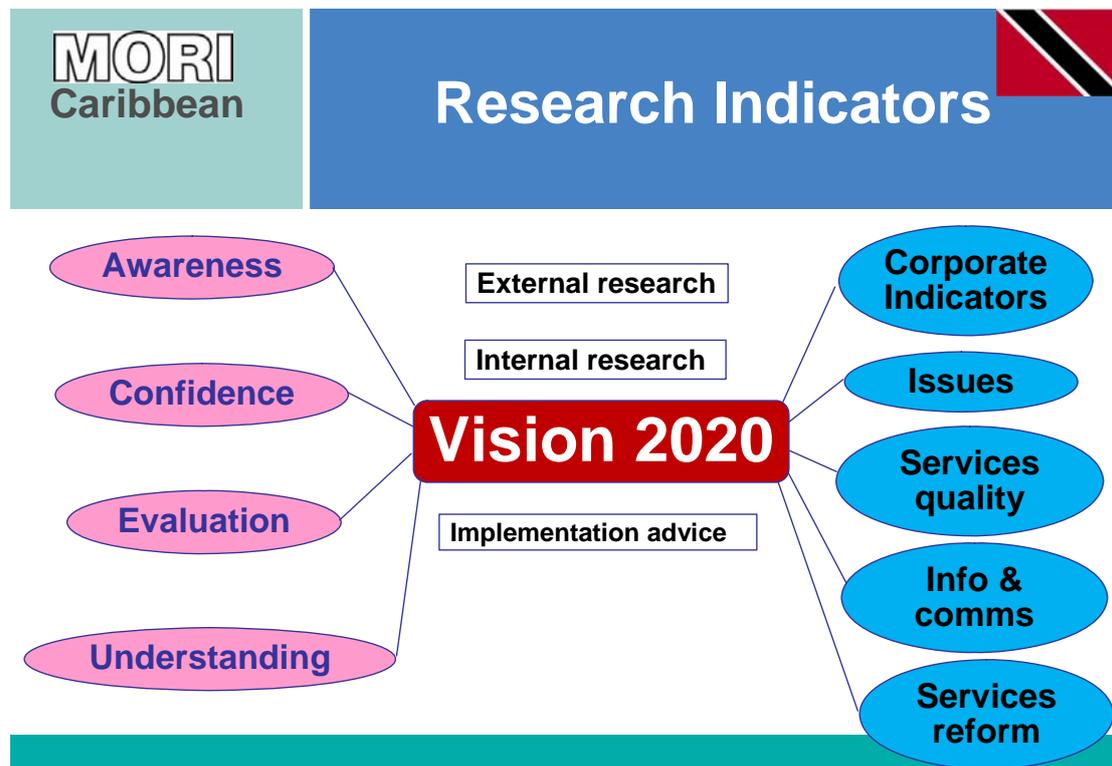
The Government's web site on vision 2020 gives the reports from the National Commission. (see <http://vision2020.info.tt/>).

Methodological Approach: the scope of the research

The research model for the study is based around developing tools and indicators both to measure the impact and success of the initiative itself (i.e. Vision 2020) and to also use the framework to monitor and assess other areas of Government activity and performance.

The following chart indicates the framework for the research. Vision 2020 is at the core of the approach, with all the activities either directly or indirectly intended to provide the Government with information to assist in the overall development of the country.

On the right-side of the chart are the core indicators we developed to assess public reaction to the Vision 2020 initiative. These are based around four themes: (i) awareness (e.g. “how much do people know about the initiative”); (ii) confidence (e.g. “how much confidence do they have in the success of the initiative”); (iii) evaluation (e.g. “do the public support the Vision”); and (iv) understanding (e.g. “do the public understand what development means”).



The right side of the chart above illustrates the other areas where research is being used as part of our work with the Government. These can be seen as being indirectly part of the evidence base for supporting Vision 2020. In this sense we mean that the indicators developed do not specifically elicit data on what the public thinks about Vision 2020 itself. Instead, the indicators here are designed to measure more general performance-related issues for the Government and public service.

However, the indicators on the right should not be seen as distinct from Vision 2020 as the objective of the Vision itself is, for example, to improve the quality of public services. In addition, although these can be classed as indirect indicators supporting Vision 2020, this should not be understood to mean they are of less value. In fact the opposite can be argued to be true. The public will evaluate the extent to which they believe their country is achieving, or achieved, developed nation status more on how well they see the public service satisfying their needs and expectations on the services and issues of most importance to them.

Our approach for these indicators can be grouped as follows:

- **Corporate indicators:** this includes a measurement of overall satisfaction with the way the Government is running the country, how well people feel informed about Government services and benefits and the extent to which the public is satisfied with the overall quality of services and the value for money achieved from taxpayers' dollars;
- **Issues:** this is a measurement of the national and local issues of concern to the public, that is the issues that affect how people feel about their own lives and their country; the issues that shape people's concerns and aspirations for today and the future;
- **Service quality:** this incorporates both overall satisfaction with a range of public services as well as detailed customer care ratings amongst those people with recent experience of using individual public services;
- **Information and communications:** measurements here range from how well people feel they are kept informed by government and other agencies of the state, to use of different media and trust in information sources; and
- **Services reform:** for this indicator we have developed questions assessing the importance and priority the public place on different public service reforms, in particular how services can be made to be more responsive to the demands of their customers.

In the space available in this paper it is not possible to discuss the detailed indicators or findings for each of the above areas. Instead the paper will concentrate on providing an analysing of the findings directly related to measuring public attitudes towards Vision 2020, and the conclusions section will draw on some of the wider indicators to support the conclusions we have proposed for the impact of the research.

Working Relationships

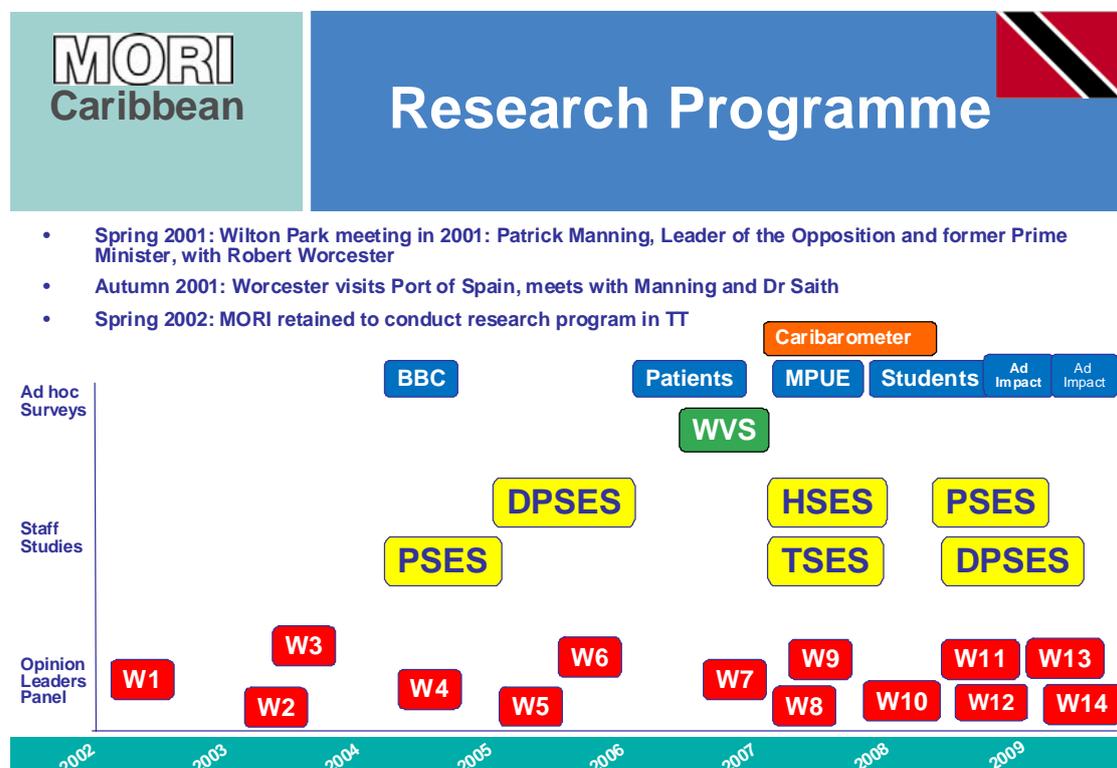
The research programme was set up so that main contractual and reporting relationship is with the Ministry of Public Administration, a central Government Ministry then led by the Minister, Dr Lenny Saith and the Permanent Secretary, Mrs Jacqui Wilson, who were given responsibility by the Prime Minister for driving the research programme. The core advantage of this approach is that it allows other Ministries to take part in the survey programme without the need to tender for individual studies.

Methodological Approach: the research programme

The following diagram shows the individual research studies conducted to date as part of MORI Caribbean's contract with the Government of Trinidad and Tobago.

The programme is evolving in nature and has been designed to allow maximum flexibility so that as new developments occur and, perhaps most importantly, as individual ministries become more accustomed to and confident in the value of survey research, it is possible to develop new strands of research.

The initial programme was developed to measure public behaviour, opinions and attitudes, which was achieved through the establishment of an Opinion Leaders Panel (these are illustrated by the red boxes in the chart). Within two years of the commencement of the study it was apparent that public and/or customer measurements were insufficient and so to complement the public opinion research a programme of surveys of public service staff was designed and implemented (illustrated by the yellow boxes). In addition to this, we have also been commissioned by the Government to provide ad hoc research services for a number of specific services or client groups (shown in blue). This has included the establishment of advertising impact studies, which have included two traditional research components in the form of qualitative research (focus groups designed primarily to pre-test advertisements and campaign concepts) and quantitative surveys (to provide evaluation and impact, together with relevant media consumption and other relevant statistical data), integrated with our professional feedback on the quality of different advertising campaigns.



The appendix contains further details of the methodologies for each of the studies shown in the above chart.

In addition, we have been called on by the Government of Trinidad & Tobago to give other consultancy advice on communications issues.

Analysis and Discussion: Vision 2020

This section of the paper discusses some of the key findings from the research programme focusing on public reactions to the development of Vision 2020 over the past five years and where appropriate drawing on some of the other research findings.

(a) Awareness and confidence

Two core questions have been asked of the public since 2003. These are firstly the extent to which people have heard about Vision 2020 (i.e. familiarity) and, secondly, the extent to which the public thinks the country will achieved developed nation status by the year 2020 (i.e. confidence). The exact question wording for both indicators is set out below:

Familiarity: *How much have you heard about Vision 2020? A great deal, a fair amount, not very much, or have you not heard about Vision 2020 at all before this interview?*

Confidence: *Vision 2020 is the Government's commitment to make Trinidad and Tobago a fully developed nation by 2020. How likely is it that this will be achieved? (showcard: certain to, very likely, fairly likely, fairly unlikely, very unlikely, certain not to)*

These questions were first asked in the first half of 2003. At that time, fewer than two in five people (37%) claimed to have heard a fair amount or a great deal about Vision 2020, whereas almost three in five (57%) said that they had heard not very much or nothing at all. This provided us with a baseline “net awareness” rating of -20.

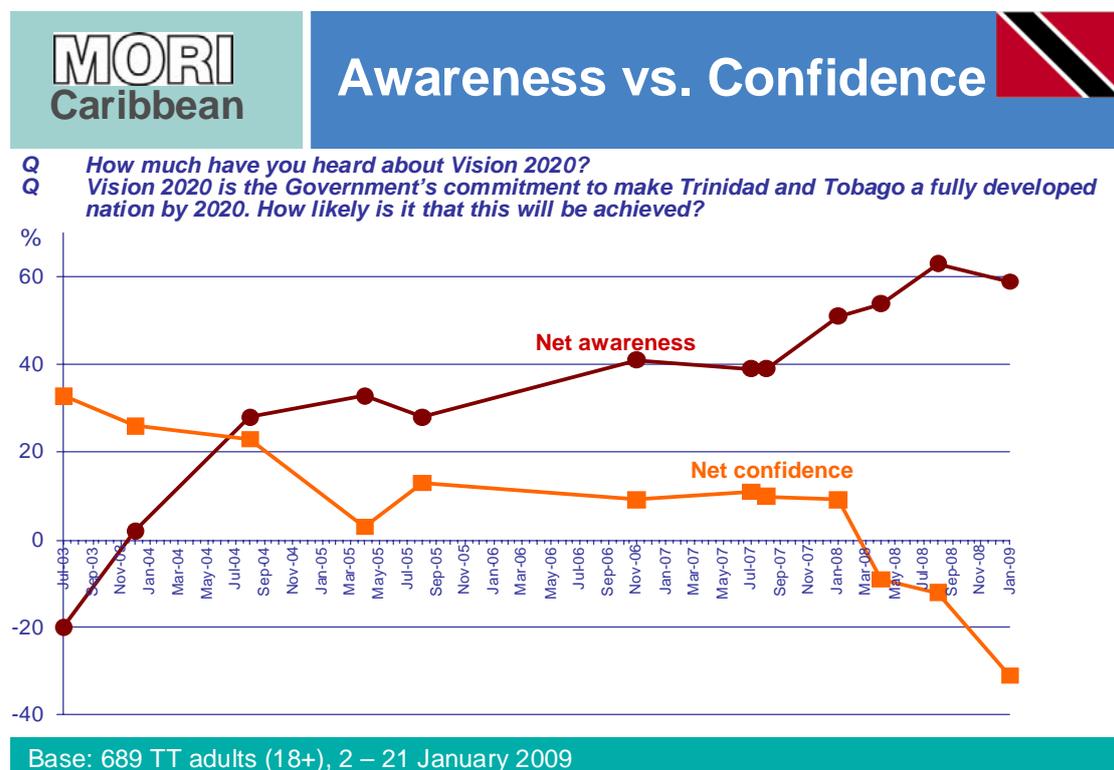
Subsequent surveys have shown a steady increase in public awareness as the Government has developed its plans. Within a few months awareness of Vision 2020 increased considerably. By December 2003, half the public claimed to know at least a fair amount (50%) and within two years at least two-thirds of the public were saying the same.

In the latest measurement of familiarity with the Vision (fieldwork conducted in January 2009), we find four in five people who say they have heard “a great deal” or “a fair amount” (79%) about the Vision compared to one in five (22%) saying “not very much” or “nothing at all”. Thus the latest “net awareness” rating is therefore +59.

Over the same time period the second indicator (people's confidence in the country achieving developed nation status) has show public opinion going in the reverse direction. In 2003, 63% of the public felt it was certain, very or fairly likely that the Vision would be achieved; twice the proportion who felt it was certain not to happen

or very/fairly unlikely (30%). At this time where familiarity was relatively low the benchmark “net confidence” index stood at +33. Over time, confidence has fallen so that between 2004 and 2007 just over half the public were confident in the country achieved developed nation status. The most recent findings, from January 2009, show a more depressing result. The public is pessimistic about the Vision being realised with approaching two in three (63%) considering it unlikely that developed nation status will be achieved by the start of the third decade of this century, which is twice the proportion (32%) that are optimistic, thus giving a “net confidence” index of -31.

The chart below shows the trend data for both net awareness and net confidence. Two key dates stand out: mid 2004 when more people were aware of the Vision than felt confident it would be achieved and March 2008, when for the first time more of the public felt the vision would not be achieved than would be.



(b) why the falling confidence?

The research has identified three key explanations for the falling confidence in the country achieving developed world status by the year 2020:

a) the first explanation is about the political context of the nation. The electoral politics of Trinidad and Tobago is divided into almost two equally sized groups based on people’s ethnicity, between Afro-Trinidadians (the core support base for the current administration) accounting for 38% of adults and Indo-Trinidadians (the core support base for the main opposition) accounting for around 42%. In all the surveys conducted there has always been a marked difference in attitudes between Afro-Trinidadians; and Indo-Trinidadians’ views on Vision 2020. And when those who are sceptical about Vision 2020

are asked why, one of the main reasons given is that the initiative is seen as a political platform.

While this factor needs to be taken into consideration as an explanation as to why a significant minority of the public may almost automatically be sceptical about the Vision it does not provide us with an explanation for the *falling* levels of confidence. The demographic make-up of the country has not changed considerably over the past five years!

b) A more important explanation for falling confidence, which has been evidenced in a range of quantitative and qualitative feedback mechanisms, is the public's concern that there has been a lack of visible progress to date. This is a factor the Government itself has recognised, particularly in terms of its failure to adequately brand key national developments as part of the Vision 2020 transformation process.

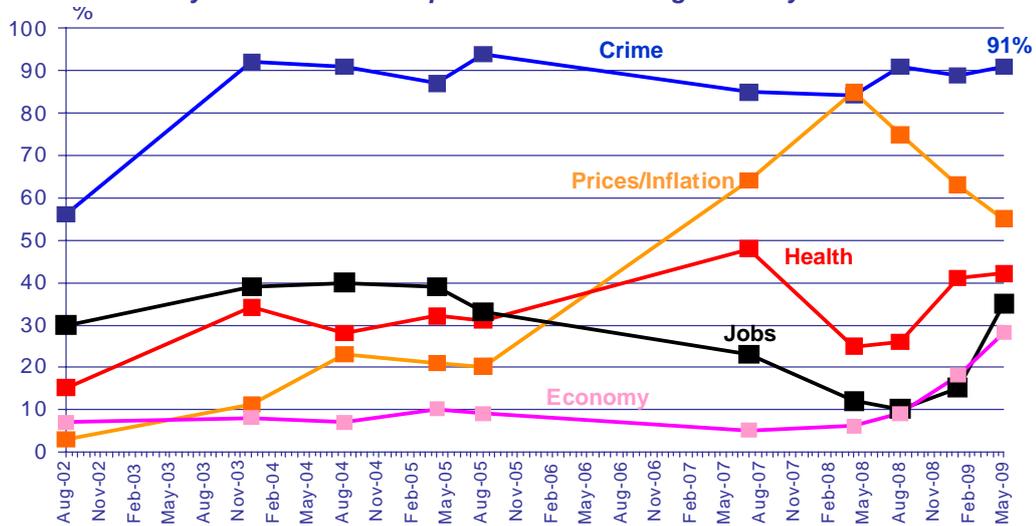
To a large extent, it is also an area where improved Government action through more strategic and integrated communications could have most impact on tackling the public's scepticism. The research suggests that breaking down the Vision into more manageable time horizons would better connect developments with the public. For instance, the public need to know what the Vision means now or in the next five years, rather than what developed nation status is going to be like in fifteen or so year's time.

Yet the impact that better branding and communications will have on public attitudes to the Vision will only ever be successful if the public are convinced that progress has been achieved, or in other words the country is going in the right direction.

c) The third explanation for falling confidence in the Vision is the public perception that the country is not heading in the right direction; that changes over the past few years have not improved "my quality of life" and that the major infrastructural developments are not what "I" understand by moving towards development. This is, perhaps, the most difficult challenge for Government to address, especially where some of the issues with which the public are most concerned about are mainly international phenomena where the impact of a single national Government can be limited.

The research methodology has tracked people's views on what they see as the most important issues facing the country. This data has been most useful in representing this context in which people see the changes in their country, as shown in the chart below.

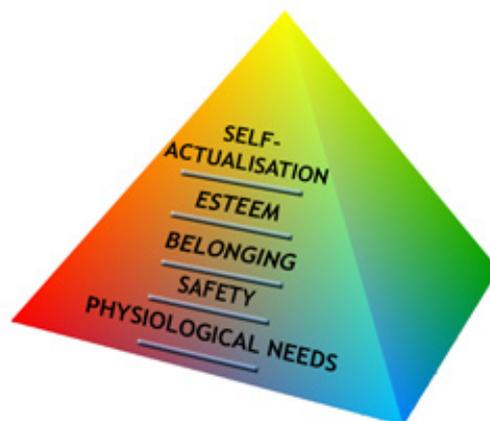
Q *What would you say is the most important issue facing TT today?
What do you see as other important issues facing TT today?*



Within the first year of the research study the proportion of the public citing crime as one of the most important issues facing the nation rose considerably from 56% in 2002 to over ninety percent by the end of 2003, remaining around the ninety percentage level ever since. On its own this level of concern about one issue is pretty overwhelming. Yet since 2006 another issue has joined crime as dominating the public’s concern and its rise over the past five years has been even more dramatic, from under ten percent mentioning it as a national issue in 2002 to a peak of 85% in March/April 2008 before dropping significantly since then mainly as a result of growing public concern about the state of the economy and jobs.

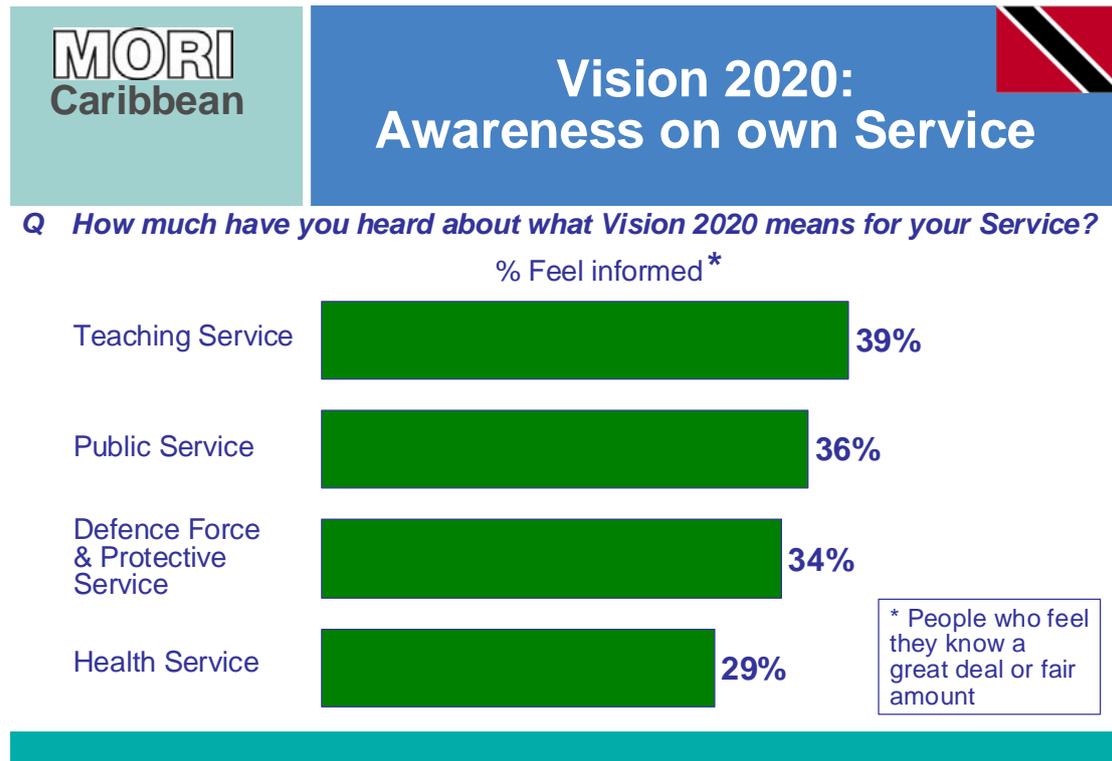
Following Maslow (see graph), each of these concerns can be categorised as basic “needs” concerns in the sense they touch on people’s concerns for their survival (food prices) and basic security (crime and fear of crime).

If the public believes, rightly or wrongly, that the government is failing to protect them and provide their basic needs it is no wonder that confidence in a vision that aims for much higher levels of development is met with increasing cynicism.



(c) the internal issue

The research model has also allowed us to measure how well the Vision is understood, accepted and supported by public servants themselves. One of the most striking findings from the latest internal research studies is how few key public servants feel they understand what the Vision means for them in their working lives. The chart below shows that of the four areas of the public service we have measured in the past two years only between three and four in ten feel informed about what the Vision means for their own service. The majorities of all these groups feel they have heard not very much or nothing at all.



These findings are important to the overall public acceptance of how the country is progressing. Overall the image of the public services in Trinidad and Tobago is very negative in particular it is seen as slow, mismanaged and out of date (the police service also endure a widespread public perception of being corrupt).

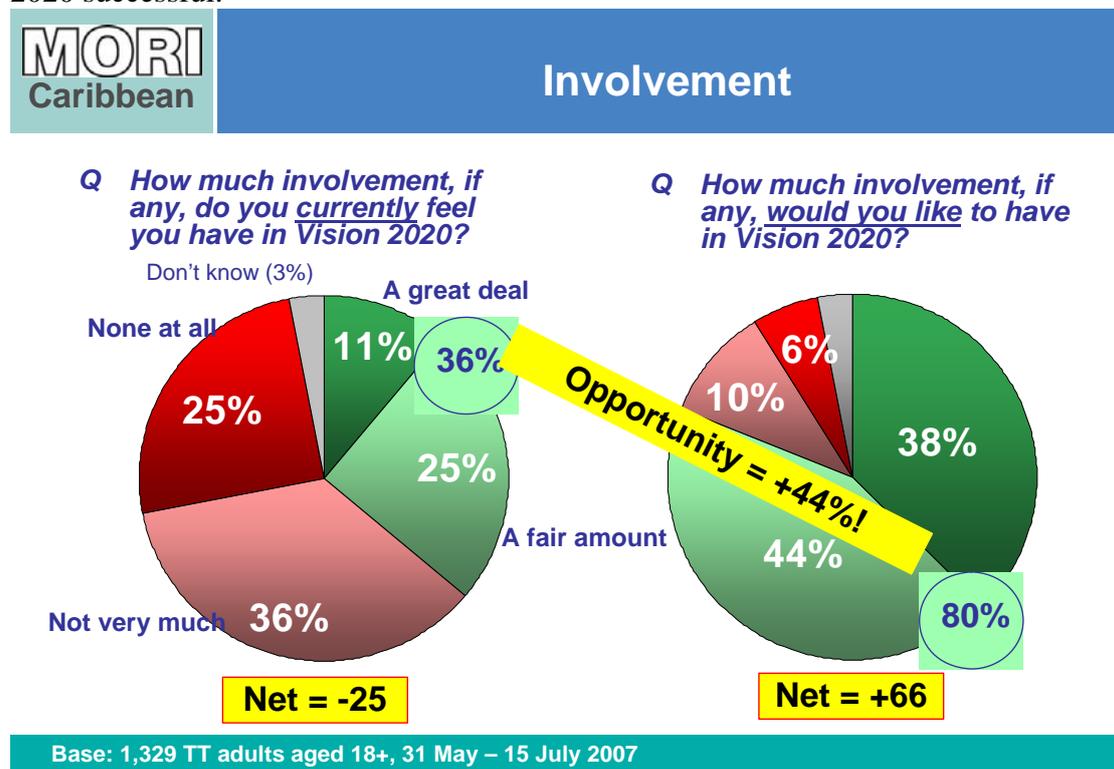
However, teachers, and to a lesser extent doctors and nurses, are exceptions to this pattern of public dissatisfaction with public service professionals. On the whole, the public is positive about teachers and fairly neutral about doctors and nurses. This means that their views on Vision 2020 have a much greater chance of positively (or negatively) influencing how the public sees the Vision. The role of teachers is perhaps even greater not least because many of the adults who will be “living the Vision” in eleven years time are currently in the full time education system and also because when the public are asked what the most important characteristic of a developed is, top of their list is a highly educated population.

The results from the latest surveys of public service employees have provided the evidence for the Government to re-focus its communications strategy to engage its own employees as well as the public generally.

(d) the unlocked door?

Based on the summary of the findings about Vision 2020 outlined above one might be tempted to think that the Vision is unpopular and that the Government would be better to re-think its goals (or maybe re-brand it as something else). The research evidence suggests this is not what should be done. Findings from wave seven of the Opinion Leaders Panel, conducted in 2007, for instance showed almost unanimous public agreement that they care that their nation achieves developed nation status by the year 2020 (92% said they did).

In addition, the research has shown that the Government has a huge opportunity to involve the public more in the Vision, turning its communications from (haphazardly) telling the public that there is Vision 2020 to using communications as a mechanism to engage the public in developing the country to a higher level. The following chart from a survey conducted in 2007 shows that while a third of the public feels they are currently involved in Vision 2020, more than twice this proportion (80%) would like to be involved in it. And other research has shown that this desire to be part of the process is equally shared in the public service, despite many public servants feeling uninformed about the details of the Vision. Among health employees, for example, just 6% say they are currently “involved in the Vision” and 66% would like to be more involved. Only 5% of health employees respond by saying “I am not really interested in Vision 2020”. The figures for teaching service employees are almost identical. The most recent survey of public servants (conducted in 2008) also shows that seven in ten (71%) staff believe they have an important role in making Vision 2020 successful.



Impact of the research programme

In the first six years of an 18 year programme, we can demonstrate that the research has had the following impact on the Vision 2020 programme and the Government of Trinidad and Tobago more generally:

i) It has provided a reality check on what the public really thinks about the Vision. As has been outlined above, much of this would be unwelcome news for those who would want the public to unquestionably back such an admirable goal. Without the scientific measurement of public opinion, proponents would likely claim the vast majority of the public were confident about Vision 2020 and opponents would claim the majority are sceptical about it. The truth, at least from the public's perspective, is that both have been true at different points in time.

ii) It has given the Government the diagnostic evidence to explain why the public holds certain views and how these views have changed within the wider context of public attitudes about the state of their country and their anxieties for the future.

iii) The success of Vision 2020 cannot be judged outside the context of the transformation of the public sector, particularly the quality of services provided by the key public services. In this sense the research has encouraged ministries and departments to evaluate how they set their own targets and how they measure service improvements. In other words, it is part of the contribution to focusing on service outcomes rather than inputs.

iv) Similarly, some ministries are now actively developing services based not on what best fits the processes and needs of the service providers, but on what the public would find most convenient. These include what may appear as relatively minor service changes, such as encouraging public service offices to ensure there are clean bathrooms available in them, to beginning the transformation of delivering services in "one stop shop settings" so that the public as customers can interact with the whole of government at a time and location convenient to themselves.

v) The employee research data has highlighted the need to engage with public servants themselves and, in particular, the failure to inform key public servants such as teachers and health professionals about how Vision 2020 impacts on their working lives has convinced many senior government officials that much more effort needs to go into internal marketing and communications.

vi) The relationship between Government and the public has been assessed not just in the sense of how the public use and rate public services, but also how much they feel their Government listens to their concerns. The clearest example of this is the use of Government consultations, such as on crime and prices, where research has shown these to be popular among the general public, and also seen to be an effective mechanism for providing solutions to the country's problems.

vii) The research programme has challenged communicators about the impact of their communications spend. Government communications would be challenging in Trinidad and Tobago even if the public were not so concerned with issues such as crime and prices, and if the general image of the public service was not so low already.

The communications challenge can be evidenced from one of the most remarkable findings from the World Values Survey, conducted in 2006, which found that just 4% of the public believes that most people (in Trinidad & Tobago) can be trusted. This is particularly striking when compared with the same data from other countries, as on average across the 58 countries taking part in the World Values Survey, 25% said that people in general in their country can be trusted, and in individual Vision 2020 comparator countries higher percentages are found, such as New Zealand (49%) or Hong Kong (40%), both countries seen by the Government of Trinidad and Tobago as comparator nations for measuring how Trinidad and Tobago is developing.

This point is relevant to the communications of Vision 2020 as it is clear that the Trinidad and Tobago public is highly sceptical about promises for the future, and without seeing and believing signs of progress are unlikely to take it on trust that everything will be achieved in the next decade or so.



In addition, the Government has to convince the public of its achievements through a media which is more trusted than the Government itself among; and a media that has a wide audience share. For example, 90% of the public listen to one of at least 20 radio stations regularly (this in a country of just 1.3 million people) and 93% read at least one newspaper regularly (62% read at least two and 26% read at least three).

Lessons Learned

There was little social research conducted in Trinidad and Tobago before 2001, few ministries used research as part of their planning or evaluation and what was done was not done to international standards. No major international market or social research provided Government with high quality research in a timely manner so as to provide feedback from the public and service users in a way that could then impact on those services and Government activity and no comparison data was made available to ministers or senior civil servants.

Our lessons from establishing an agency to provide for this need in a developing country, based around the strategic objectives of the Government's Vision 2020, can be summarised as follows:

i) A research strategy to support national transformation can be a powerful tool for developing countries. Of course, survey research (listening to your public) is as important in a developing country as much as it is in a developed country. Arguably, the need is greater where the resources of developing countries are more limited and/or where major international funding agencies are increasingly demanding evidence of the value of their investment. Evidence-based research can provide some of this in an objective and systematic manner

ii) The challenges facing national transformation are daunting. The research can be used to help set and evaluate the strategic direction, and to provide senior ministers and officials with a new tool they would otherwise not have. Its use for tactical decisions, from testing the impact of a media campaign to measuring the customer experience at a government office should not be under-estimated. It is the small changes to service delivery that can have some of the biggest impacts. Our research has show that changes that are relatively cost free, particular in how customers feel they are treated by their public servants, can go some way in enhancing the overall service experience and satisfaction.

iii) This research study would not have been possible without the initial support of the Prime Minister and then of his Cabinet colleagues and then many senior officials. Without their continuing support it is unlikely the research program would have lasted for five years. This is not only a reflection of the need to keep customers happy, it also reflects the barriers and obstacles survey research finds in Government which have little past experience of it.

iv) Our experience has shown that the highest-level political support on its own is not sufficient to embedding a culture of acceptance of survey research within the public sector. For this, officials need to be persuaded of the benefit and it is this area where we have faced the biggest obstacles. These obstacles have ranged from outright opposition to spending money on "what we already know" or spending money on "foreigners when our own universities could do the job" to resistance to research being used as a way of advising ministers so

providing an alternative information and evidence base without the guiding hand of the public service.

v) Some officials also misunderstand the role of survey research in developing public services. For example, where surveys have tracked public attitudes to a certain service or initiative and the results have shown declining public satisfaction it is not uncommon for the official to respond by saying “if the service isn’t getting any better, why bother measuring what the public think about it”.

vi) We feel our work over the past five years has been most successful in engaging stakeholders in value that survey research can bring to support national transformation. But we have been less successful in assisting stakeholders to use, apply and modify their decisions/services as a result of their public and customer feedback. Traditionally many survey research firms have seen a clear demarcation between these two roles with the researchers providing the objective evidence base and specialist consultants working with clients to design and implement change management programmes. Yet our experience suggests in some countries where the capacity and resources to absorb and use survey research is limited a more holistic and integrated approach is going to be needed.

vii) Finally, as good researchers all our presentations of findings begin with a detailed methodology of exactly how the research was conducted, including when it was conducted and who with. Despite hearing this now for over five years it can almost be guaranteed that the first question from someone in the audience will be “who did you really interview?”. Perhaps this is just a further sign of the scepticism our friends in the Caribbean have about data and statistics (and as shown in the World Values Survey about almost everything else). Or perhaps it demonstrates that successful strategic research in developing countries requires as much hard work to build support and engagement among stakeholders as it does to do the research itself.

Appendices: technical information on research studies

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Research Studies (1)



Opinion Leaders Panel (OLP)	<i>Focus groups conducted before each wave Panel of c.2,700 TT adults (18+). Recruited and interviewed face to face in home W1, W5, W7, W10: full Panel interviewed/refreshed All other waves c.700 Panel members interviewed Wave 8 and Wave 12 = telephone survey, post Budget Speech</i>
World Values Survey (WVS)	<i>1,018 TT adults (18+). Face to face interviews in home 14 September – 8 November 2006</i>
BBC Survey (BBC)	<i>984 TT adults (18+). Face to face interviews in home 10 – 24 April 2004 Focus on media consumption and information provision</i>
Ministry of Public Utilities & Environment Survey (MPUE)	<i>1,003 TT adults (18+). Face to face interviews in home 10 – 24 March 2007 Focus on public utilities and environment issues</i>
Advertising Impact	<i>2 waves of research amongst c.1,000 Trinidad Adults (18+) Interviewed face to face in home Wave 1: Wave 2: Focus on impact of government communications, advertising and campaigns. Each wave includes qualitative and professional feedback on campaign plans and executions</i>

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Research Studies (2)



MoE Students Survey (Students)	<i>Focus groups 1,526 TT secondary school students Self completion survey, in classroom January 2008</i>
MoH Patients Survey (Patients)	<i>Focus groups 200 patients at a health centre and hospital Interviewed in person as leaving health facility 14-17 March 2006</i>
MC Caribarometer (Caribarometer)	<i>3,034 residents in six Caribbean nations (15+) with c.500 in each country: Antigua, Dominica, Grenada, St Vincent, St Kitts & Nevis and St Lucia 25 March – 27 April 2007</i>
Employee Surveys (XSES)	<i>Census studies of public servants. Self completion questionnaires Public Service Employee Survey (PSES) 13,799 employees (June 04) Defence Force & Protective Services (DFPSES) 3,352 employees (June-August 2005) Health Service (HSES) 4,230 employees (Oct-Dec 2007) Teaching Service (TSES) 11,433 employees (Oct 2007) PSES (II) 9,896 employees (Oct-Nov 2008) DFPSES (II) 4,842 employees (Nov 2008 – Jan 2009)</i>