



Eich cyf/Your ref
Ein cyf/Our ref

Culture, Communications, Welsh Language, Sport, and International Relations Committee
Senedd Cymru
Bae Caerdydd,
Caerdydd,
CF99 1SN

24 January 2023

Dear Chair

I am writing in response to your letter regarding the evaluation of Welsh Government's activities and engagement at the FIFA World Cup 2022. I agree that the activities we supported should be appraised properly and all partners learn from this experience. I have provided answers to your specific questions below.

1) *Who will be undertaking this evaluation – that is, will it be the Welsh Government or will a third party be asked to undertake it?*

Arad has been contracted to evaluate our World Cup activities. This evaluation will draw on monitoring data from the marketing campaign, key deliverables from the Partner Support Fund, related consumer research and qualitative research with stakeholders.

Separately, a further evaluation will be undertaken by the Welsh Government's International Relations team and will focus on the World Cup activity through our overseas offices. We will include this activity as a case study in the Welsh Government Annual Report on the Overseas Network 2022-23 which we are aiming to publish by June 2023.

2) *When will this evaluation be completed and published?*

The main evaluation by Arad will be completed and published in Spring 2023.

3) *What were the key performance indicators (KPIs) and objectives set by the Welsh Government at the beginning of this work in June 2022, that is before any evaluation took place?*

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Rydym yn croesawu derbyn gohebiaeth yn Gymraeg. Byddwn yn ateb gohebiaeth a dderbynnir yn Gymraeg yn Gymraeg ac ni fydd gohebu yn Gymraeg yn arwain at oedi.

We welcome receiving correspondence in Welsh. Any correspondence received in Welsh will be answered in Welsh and corresponding in Welsh will not lead to a delay in responding.

The Welsh Government's four World Cup objectives of promoting Wales, projecting our values, ensuring the safety of Welsh citizen, and securing a positive legacy from our participation, guided our activities and the specific outcomes we were seeking to achieve.

A measurement framework was developed for the marketing activity and was focussed on a range of industry standards for example 'Opportunities to see', traffic to site, video views and product search. Further metrics are also in place for business marketing and tourism marketing elements.

In September 2022 we launched a £1.8m Partner Support Fund and announced 19 projects that aimed to support our core objectives for the World Cup with a range of diverse activities in Wales and beyond. We will be liaising closely with the applicants to understand fully what they achieved from this funding and the information will be compiled into the evaluation.

4) What were the KPIs and measurable targets related to your core objectives, and to what extent were these achieved?

The KPIs for the marketing activity include page views, traffic to site, video views and product search and are currently being analysed for inclusion in the report.

5) Are there any other specific outcomes that came as a result of your activities that were not captured by your KPIs?

Whilst many of the outcomes are intangible and difficult to measure, activity around the World Cup has resulted in increased visibility for Wales and opportunities to make new, and strengthen existing, relationships with key stakeholders - raising the profile of Wales and supporting the projection of our values.

The Welsh Government's overseas teams in the Middle East had a particular focus on Qatar, delivering two Ministerial visits as well as events aimed at raising the profile of Wales and the Welsh Government in the market and promoting trade and investment, including a Welsh food and drink promotion dinner, diaspora breakfast and VIP networking reception.

My own attendance at the FIFA World Cup opening ceremony and Wales' opening match against the USA, my lunch with Qatar's Foreign Minister and the UN Secretary General and the Minister for Economy's attendance at the Wales vs. England match ensured Wales was fully represented on the world stage. The Ministerial visit programmes provided an opportunity promote Wales, and project Wales' values. We have issued two written ministerial statements on these visits:

[Written Statement: First Minister Visit to Qatar](#)

[Written Statement: Minister for Economy Visit to Qatar](#)

The positive legacy we expect from our activity in Qatar will largely be derived from the trade, investment and cultural/values activity. Expanding and developing our business, cultural and diaspora networks will provide a lasting and positive legacy for our World Cup related activity.

The Welsh Government's team in the USA also used the World Cup to raise the profile of Wales there. The team undertook an extensive programme of activity across the USA. This

included activity before the World Cup supporting Congressional stakeholders on an oral statement in the House of Representatives to celebrate the qualification of the USA and Wales, a street banner campaign in Philadelphia and a trade mission to the Carolinas with FAW and World Cup engagement.

For the USA vs. Wales match itself, activity focussed on developing relationships with new and existing stakeholders. Events were organised in cities across the US – Washington, New York, Atlanta and LA. Our flagship event was in Washington DC, where the Welsh Government partnered with the Dupont Festival and other American partners for “*Soccer in the Circle*” – a one day cultural celebration of Wales and the USA culminating in the USA vs. Wales match. The event was attended by the Minister for Economy, had extensive local and national media attention, and attracted over 2,000 people showcasing Wales through advertisements, music, art and food.

During the World Cup, a number of business campaigns were also launched in the USA including an advert in the printed version of the Wall Street Journal on the day the USA played Wales and paid-for promotions on LinkedIn and Google.

Events marking the World Cup also took place in London and across Europe. *Tŷ Cymru*/the Wales Dome was on the Southbank in London for four days and was the location for a variety of events covering fintech inward investment, Welsh Arts International screening, Welsh language, Global Welsh diaspora, sports diplomacy as well as wider public engagement relating to tourism and Welsh food and drink. Events also took place in Dublin, Paris, Berlin and Brussels which allowed teams to raise the profile of Wales and deliver tailored messages to businesses, stakeholders and diaspora contacts. These events were well attended and provided the opportunity to strengthen relationships with key partners.

6) Will the evaluation include a lessons learned analysis to inform activities and approach to future major events and sports diplomacy opportunities?

Yes, the report will include the lessons learned from our experience around this World Cup to guide future sports diplomacy opportunities, such as the Rugby World Cup in France later this year.

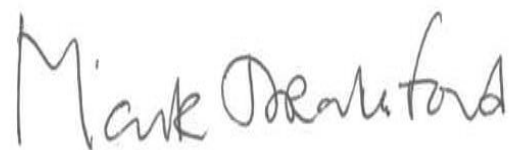
7) Will the appraisal consider the strengths and weaknesses of your activities?

The evaluation and the more general review of our programme will outline what worked well and how we might explore doing things differently which will inform our approach to our promotion of Wales through sports diplomacy and future events. The external evaluation will be focussing on overall achievements and will focus on:

- The alignment of the deliverables with the Welsh Government’s aims for the suite of activity and other strategic policy objectives
- Assess the extent to which supported activity has been able to achieve their deliverables
- Assess as far as possible, the contribution of the delivered activity towards the Welsh Government’s overall objectives for the World Cup.
- Provide recommendations and lessons learnt for opportunities that may arise in the future

8) Will the evaluation demonstrate how effectively you have used your resources i.e. funding?

This is not an aim of the external evaluation and grant effectiveness is out of scope. Where feasible, comparisons on how well funding was used will be obtained, alongside stakeholder perspectives on this.

A handwritten signature in black ink that reads "Mark Drakeford". The signature is written in a cursive, slightly slanted style.

MARK DRAKEFORD